University of Alberta

Organizational Strategy Formation in the Canadian Wheelchair Sports Association (1967-1997): A Comparison to Leavy and Wilson (1994)

by

David Frederick Harrison Legg ©

A thesis submitted to the Faculty of Graduate Studies and Research
in partial fulfillment of the
requirements for the degree of Doctor of Philosophy.

in

The Faculty of Physical Education and Recreation

Edmonton, Alberta, Canada

Fall 2000

National Library
of Canada

Acquisitions and
Bibliographic Services

395 Wellington Street
Ottawa ON K1A 0N4
Canada

Bibliothèque nationale
du Canada

Acquisitions et
services bibliographiques

395, rue Wellington
Ottawa ON K1A 0N4
Canada

Your file Votre référence

Our file Notre référence

The author has granted a non-exclusive licence allowing the National Library of Canada to reproduce, loan, distribute or sell copies of this thesis in microform, paper or electronic formats.

L'auteur a accordé une licence non exclusive permettant à la Bibliothèque nationale du Canada de reproduire, prêter, distribuer ou vendre des copies de cette thèse sous la forme de microfiche/film, de reproduction sur papier ou sur format électronique.

The author retains ownership of the copyright in this thesis. Neither the thesis nor substantial extracts from it may be printed or otherwise reproduced without the author's permission.

L'auteur conserve la propriété du droit d'auteur qui protège cette thèse. Ni la thèse ni des extraits substantiels de celle-ci ne doivent être imprimés ou autrement reproduits sans son autorisation.

0-612-59619-2

Canadä

University of Alberta

Library Release Form

Name of Author: David Frederick Harrison Legg

Title of Thesis: Organizational Strategy Formation in the Canadian Wheelchair Sports Association (1967-1997): A Comparison to Leavy and Wilson (1994)

Degree: Doctor of Philosophy

Year Degree Granted: 2000

Permission is hereby granted to the University of Alberta Library to reproduce single copies of this thesis and to lend or sell such copies for private, scholarly or scientific purposes only.

The author reserves all other publication and other rights in association with the copyright in the thesis, and expect as herein before provided, neither the thesis or any substantial portion thereof may be printed or otherwise reproduced in any material form whatever without the author's prior written permission.

David Legg

82 Glamorgan Drive, SW., Calgary, AB, T3E 4Z4

September 25, 2000

University of Alberta

Faculty of Graduate Studies and Research

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research for acceptance, a thesis entitled ORGANIZATIONAL STRATEGY FORMATION IN THE CANADIAN WHEELCHAIR SPORTS ASSOCIATION (1967-1997): A COMPARISON TO LEAVY AND WILSON (1994) submitted by DAVID FREDERICK HARRISON LEGG in partial fulfillment of the requirements for the degree of Doctor of Philosophy.

Robert Steadward, Ph.D.

E.Barry Mitchelson, Ph.D.

Tom Hinch

Tom Hinch, Ph.D.

Richard Field, Ph.D.

Gordon Walker, Ph.D.

Garry Wheeler, Ph.D.

Wendy Frisby, Ph.D.
External examiner

Date: August 29/00

Abstract

Organizational Strategy Formation in the Canadian Wheelchair Sports Association (1967-1997): A Comparison to Leavy and Wilson (1994)

The purpose of this study was to determine if the model of strategy formation proposed by Leavy and Wilson (1994), appropriately reflected the strategy formation processes that occurred in the Canadian Wheelchair Sports Association over a thirty-year period (1967-1997). By addressing this question a number of benefits were addressed including direct returns for the practicing sport manager and the academic in sport management and adapted physical activity.

The methodology included twenty interviews with Presidents and Executive Directors who served CWSA from 1967 until 1997, archival analysis of meeting minutes and other pertinent documents. The underlying theoretical foundations for this study included Leavy and Wilson's (1994) model of strategy formation, Mintzberg's (1983) model of organizational strategy, Pettigrew's (1987) approach to examining the situational context and Kouzes and Posner's (1994) definition of leadership.

Data analysis involved an open and axial coding process. Major findings included the recognition that CWSA's organizational strategy formation was influenced directly by leadership and the situational context and indirectly by the organizational history. The five contextual factors that influenced CWSA's strategy formation process were the federal government, able-bodied sport, disability sport, the economy and societal attitudes towards persons with a disability. It was further recognized that leadership and context influenced each other both directly and indirectly and that organizational history directly

affected the situational context and leadership, which was revealed by point-in-time outcomes and organizational career. Finally, the results from this study led to the development of an adapted model of strategy formation.

As a result of the major findings and creation of this adapted model of strategy formation, it was concluded that the model proposed by Leavy and Wilson (1994) did appropriately represent the strategy formation processes that occurred in the Canadian Wheelchair Sports Association over a thirty-year period (1967-1997).

Dedication

This study is dedicated to those volunteers who have committed their time and effort to the goal of enabling the pursuit of athletic opportunities for athletes with a disability.

Acknowledgements

This dissertation is the result of six years of effort by a community of individuals, all of whom gave willingly of their time and effort. First and foremost I must acknowledge the efforts and patience of my co-advisors, Dr. Robert Steadward and Dr. E. Barry Mitchelson. I would also like to extend my gratitude to Dr. Tom Hinch, Dr. Richard Field, Dr. Gordon Walker, Dr. Garry Wheeler, and Dr. Wendy Frisby. The staff and clients of the Rick Hansen Centre and the Department of Physical Education and Recreation at the University of Alberta were also significant contributors to this study by providing an environment that encouraged curiosity and the pursuit of excellence.

Special thanks are due to Dan Mason, Chad London, and Judy Dohnberg who provided editorial assistance and Dr. Gord Olafson for making me keep a promise. My family was also instrumental in this project by providing unending support and many words of encouragement when they were needed the most. Finally, I am indebted to those who participated as subjects for this study. It was an honour to meet the Presidents and Director Generals of CWSA who significantly contributed to the development of wheelchair sport in Canada.

Table of Contents

Page

CHAPTER 1
Introduction 1
    Need and Purpose 1
    Framework 8
    Research Question 10

CHAPTER 2
Review of Literature 11
    Organizational Strategy 11
    Leadership 22
    Situational Context 34
    Organizational History 44

CHAPTER 3
Methodology 49
    Research Question 49
    Framework 49
    Selection of Methodology 51
    Procedures 60
    Limitations and Delimitations 72

CHAPTER 4
Results 77
    Organizational Strategy 81
    Leadership 118
    Situational Context 139
    Summary 172

CHAPTER 5
Discussion 173
    Leadership 174
    Situational Context 181
    Organizational History 188
    Model Utility 195
    Major Findings 197
    Research Question Response 200

Page

CHAPTER 6

Conclusion 202
Major Findings 202
Research Question.. 202
Methodology Critique 204
Implications for Future Research.. 207
Implications for Sport Managers and Leaders.. 209
Summary.. 213

Bibliography.. 215

Appendices.. 244

Vita Auctoris.. 443

List of Tables

Table **Page**

1: List of interviews 68

2: CWSA historical timeline...79

3: CWSA's emergent, deliberate and unrealized organizational strategies: 1967-1997... 81

4: Leadership qualities and presidents / executive directors responsible for CWSA strategies: 1967-1997... 120

5: General and task environmental factors influencing CWSA's organizational strategies: 1967-1997... 141

6: The seven major findings.. 197

7: Recommendations for future research... 209

8: Implications for sport managers and leaders.. 212

9: Man in Motion Foundation funding for the Canadian Wheelchair Sports Association.. 429

List of Figures

Figure **Page**

1:A framework for strategy formation (Leavy & Wilson, 1994)..9

2: Types of organizational strategy (Mintzberg & Waters, 1982)................................ 17

3: A model of strategy formation (Leavy & Wilson, 1994)..19

4: Methodology overview... 59

5: CWSA's general and task environment... 144

6: A framework for strategy formation (Leavy & Wilson, 1994)................................ 174

7: Leadership's influence on strategy formation.. 175

8: Leadership and management's influence on strategy formation............................. 180

9: Situational context's influence on strategy formation....................................... 181

10: Leadership's influence on situational context... 183

11: Situational context's influence on leadership..185

12: Situational context's indirect influence on leadership..................................... 186

13: Situational context and leadership's influence on organizational strategy................ 188

14: Organizational history's influence on leadership, situational context
and organizational strategy.. 189

15: A model of strategy formation in the Canadian Wheelchair Sports Association......... 195

16: A model of strategy formation in the Canadian Wheelchair Sports Association......... 203

17: Model of strategy formation (Leavy & Wilson, 1994)....................................... 204

List of Appendices

Appendix **Page**

A: Questionnaire and consent form for first round of interviews.............................. 244

C: Consent Form 245

B: Questionnaire for second round of interviews... 246

D: Interviewee biographies.. 247

E: Acronyms.. 257

F: Letter to interviewees 258

G: History of CWSA 259

CHAPTER I: INTRODUCTION

The Canadian Wheelchair Sports Association (CWSA) was created in 1967 with the mandate to provide sport and recreation opportunities for athletes who used wheelchairs. Since its inception, the organization has engaged in three dominant strategies: inclusion into the able-bodied sport system, maintaining a strong sense of governance as a national association, and fiscal responsibility through fundraising. Often, these strategies were associated with and influenced by leaders, the situational context, and the organization's history. Leavy and Wilson (1994) also identified these three factors in their study on four Irish organizations, which they incorporated into a model of strategy formation. How these three factors influenced the strategy formation of the Canadian Wheelchair Sports Association (CWSA) and whether the model proposed by Leavy and Wilson (1994) was consistent in the amateur sport environment was the focus for this study.

a) Need and Purpose

Enabling a leader to understand how organizational strategies are formed is needed for a number of reasons; many of which are based on the assumption that a better understanding leads to better strategies. With better strategies, it was surmised that amateur sport, the non-profit sector and disability sport organizations would be able to more efficiently and effectively provide the benefits attributed to their services.

Importance of Sport and Recreation

Sport, recreation and physical activity provide a number of benefits at the physical, spiritual, social, emotional or psychological levels (Balmer & Clarke, 1997;

Canadian Parks and Recreation Association, 1997; Coderre, 1999; Godbey, Graefe & James, 1992; Koop, 1999; Lincoln & Mills, 1998; Sport Ontario, 1992). Beyond these human indicators are a number of economic benefits.

Dennis Mills, Member of Parliament for Danforth-Greenwood, and Chairperson of the House of Commons Sub-Committee on the Study of Sport in Canada, presented his findings on the value of sport and recreation to the 1999 Canadian Olympic Congress. Mills suggested statistics, from the *Canadian Olympic Association's Parliamentary Outreach Program Information Kit on Economic Activity* revealed that sport in Canada represented a total of $7.7 billion in annual expenditures. Mills also suggested that children in Canada were 40% less active than their parents at the same age; and that $776 million could be saved each year in health care costs for heart disease alone, if all Canadians became more active (McClellan, 1999). Alan Rock, the Federal Minister responsible for Health Canada in 1999, further reiterated the importance of physical activity, sport and recreation in terms of financial costs to the federal health care system. In March 1999, Rock spoke to the House of Commons and suggested that "the connection between physical activity and health was both direct and dramatic. If, over the next five years, Canadians could reduce their levels of inactivity by 10%, Health Canada would save approximately $10 billion" (Cleary, 1999). Finally, Denis Coderre, in his first speech as the Secretary of State for Amateur Sport, commented on the financial benefits of sport, with particular emphasis on the intangible paybacks: connecting Canadians with each other, developing youth leadership and celebrating diversity (Coderre, 1999).

Importance of the Non-profit Sector

A similar argument regarding the benefits of sport can be made about the non-profit sector. Canada's voluntary sector has been described as playing "a crucial and complex role in our society, making Canada a more humane, caring and prosperous nation" (Hatton, Potter, Good, Patten, Floyd & McCloskey, 1999, p. 9). Prime Minister Jean Chretien, at the International Association for Volunteer Effort Symposium, meanwhile suggested that volunteers were one of the strongest fibers of our national fabric (Hatton et al., 1999).

From a financial perspective, it was also deemed important to have a better understanding of the non-profit sector as it has been described as a significant contributor to the Canadian economy. Nonprofit organizations employ 9% of working Canadians with revenues of $90 billion and assets of $109 billion (Hatton et al., 1999). Canada's voluntary sector also comprises 175,000 non-profit organizations with approximately 7.5 million Canadians dedicating more than one billion volunteer hours; the equivalent of almost 580,000 full time jobs (Hatton et al., 1999).

Importance of Disability Sport Organizations

Finally, it was recognized that the services provided by disability sport organizations afforded a number of important benefits (e.g. Hale, Barr, Buckman, Goodman, Jimenez, Naylor, & Seddon, 1979; Heydon, 1985; Sherrill & Williams, 1996; Steadward, 1996; Steadward & Peterson, 1997). Evidence suggests that persons with a disability are often socially isolated, with excessively high unemployment rates, few leisure activities, and a lack of meaning in their lives (Lyons, 1993). Sport addresses these in a variety of ways.

Persons with spinal cord injuries can also gain specific benefits from participation in sport and recreation activities. Physiological benefits include improved cardiopulmonary functioning, increased muscular strength, greater mobility, and an overall improvement of health (Foreman, Cull & Kirby, 1997). Enhanced psychological well-being (Jacobs, Roswal, Hovart & Corman, 1990) results from an increased social support network, a decrease in isolation (Sherrill, 1986), a decrease in social stigmatization, and the development of self-efficacy and confidence (Hedrick, 1985). Participation in sport and recreation alleviates these issues by acting as a rehabilitative tool, a mechanism for promoting inclusion into mainstream society, a means for maintaining independence and as a vehicle for self-actualization (Heydon, 1985; Lyons, 1993). Sport and recreation thus provides persons with a disability and specifically those with a spinal cord injury, with a rebirth of hope (Harris, 1974).

The benefits associated with physical activity for persons with a disability have also been appreciated anecdotally. The researcher's father with Multiple Sclerosis (MS) showed first hand, the importance of exercise in maintaining a basic level of functional ability, which then enabled a greater quality of life. The author also worked professionally and as a volunteer with persons with a disability in a variety of settings, including those as a counselor, attendant, coach, official and administrator. In particular, the author worked with the Ontario Wheelchair Sports Association as Executive Director and with the Canadian Wheelchair Sports Association as Program Manager.

The economic and personal benefits of physical activity, sport, recreation, and volunteerism point towards the need for a greater understanding of amateur sport and recreation organizations, and particularly those that offer services for persons with a disability. Beyond these generic practical requests are theoretical needs within the study of sport management and adapted physical activity.

Benefits to the Study of Sport Management and Adapted Physical Activity

After an in-depth review of the literature, there did not appear to be any studies that addressed how organizational strategies were formed in disability sport organizations. Management research, as a whole, has been ignored in the disability sport / adapted physical activity realm and instead, the vast majority of studies focus on education, medical, and or sport-performance related issues (Broadhead & Burton, 1996; Sherrill & O'Connor, 1999). This absence of research pertaining to management seems somewhat self-defeating as medical theory and sport technical understanding can only be effectively utilized if an organization is able to provide programs and strategies for their implementation.

Sport management and non-profit management, meanwhile, while having considerably more research pertaining to organizational strategy, tend to borrow many theories and concepts from the broader study of business and management. Whether the transferability between these realms is appropriate has been questioned (Bryson, 1988; Butler & Wilson, 1990; Higgins & Vincze, 1989).

> Business studies traditionally claim to confer knowledge for all kinds of organizations. Many sport organizations can gain a lot by becoming more business like. But the problem is that this presumably general knowledge has been gained mainly through the study of special and very important cases: the market orientation, large scale mass-goods producing for profit organizations (Horch, 1996).

It was further suggested that the knowledge and associated theories generated from the business literature could not be generalized to other realms until they were applied in that setting (McFarlan, 1999). Nanus and Dobbs (1999) reiterated this concern by focusing specifically on the transference of leadership theories.

> Every year scores of new books on leadership cram the shelves of bookstores and libraries. All but a few are written for leaders in business or government. Although nonprofit organizations share some characteristics with their corporate or government brethren, they are in many ways quite different and present their own distinctive leadership challenges (Nanus & Dobbs, 1999, p. 11).

Thus, while general principles might be applicable, the understanding of specific nuances in non-profit management remains an important consideration (Young, Hollister & Hodgkinson, 1994).

A large number of sport management studies had also failed to use any type of theoretical framework and this oversight resulted in a plethora of studies that provided useful descriptions, but did little to enhance the overall understanding of sport organizations (Slack, 1997). Finally, the need for sport management to develop its theoretical foundation in all academic areas was clarified at the 1998 North American Society for Sport Management (NASSM) conference in Buffalo, New York. During a presentation by Dr. Michael Kanters and Dr. Danny Rosenberg, entitled *Where do we Belong: Finding a Home for Sport Management*, it was suggested that sport management, as an academic field of study, should move away from the traditional alliances with physical education, kinesiology and sport studies and forge stronger alliances with schools of business, management and commerce (Kanters & Rosenberg, 1998). At the end of the discussion, Dr. Trevor Slack suggested that the field of sport management was far from being a solid cognate field and until further research was published to develop its core, it was best situated within the confines of its historical partners. A better understanding of organizational strategy formation and how it applied to an amateur sport organization would thus continue to develop this necessary academic nucleus.

Benefits to the Practicing Sport Manager

Beyond the theoretical rationale and practical benefits associated with a better understanding of sport, non-profit management, and disability sport, it was the researcher's desire to contribute information and understanding to the practicing sport manager and leader. Within the business literature, Christensen (1997) noted that several companies including General Motors, Sears, and Xerox rose to success because of outstanding strategies, yet when the conditions changed, they found it extraordinarily difficult to adjust directions. This seemed to occur because strategic thinking was not a core managerial skill exhibited by their leaders. To address these concerns, Christensen (1997) suggested the use of a three-stage process to enable leaders to develop strategy formation skills. The first stage was identifying the driving forces within the company's competitive environment. Rouse (1999) reaffirmed the importance of this step by recognizing that strategic thinkers and planners needed to spend more time analyzing a situation, instead of jumping to ready solutions. Christensen's (1997) second stage was formulating organizational strategies that addressed the driving forces identified in step one. This included brainstorming, followed by the creation of a strategy matrix, and the mapping of functional strategies. The third and final stage was creating a plan to implement the strategy. Therefore, an important contribution that this study could make was to provide sport managers and leaders with a model for strategy formation that could act as the foundation from which the brainstorming, strategic matrix and functional strategies would emerge.

b) Framework

To achieve the goals set for this study, it was determined that a broad theoretical framework was required. During the researcher's graduate experience, the approach assessing organizational strategy that emerged was a model designed by Brian Leavy and David Wilson (1994).

Leavy and Wilson (1994) examined the strategy formation processes of four Irish companies through an historical and contextual perspective and their research led to the development of four detailed organizational histories. This was followed by an examination of their strategy formation processes and from this data set and its subsequent analysis three dominant factors were identified that consistently influenced all four of the organization's strategy formation processes: leadership, situational context, and organizational history.

Once the theoretical framework was selected, it was important to identify one organization to act as a case study. It was the researcher's belief that an intense case-study of one association would be more revealing than an attempt to sample a larger number of organizations in a more superficial manner. This decision is further explained in chapter III. Ultimately, the Canadian Wheelchair Sports Association (CWSA) was selected to act as the case study organization.

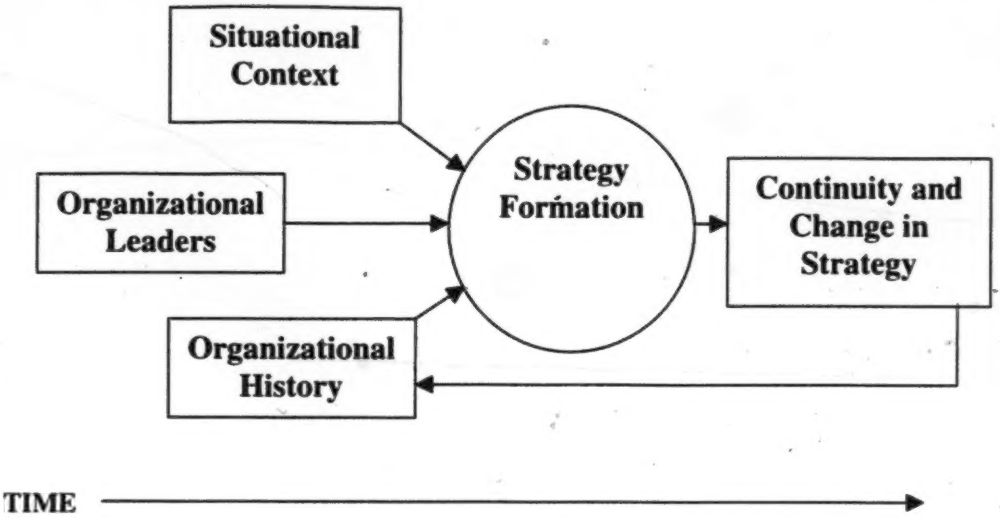

Figure 1: A framework of strategy formation (Leavy and Wilson, 1994)

Several requirements were considered before choosing CWSA. The first was the organization's history allowed for a longitudinal assessment. Formed in 1967, CWSA had an easily identifiable history. As this study was concerned with leadership, situational context, the organization's history, and their influences upon organizational strategy formation, it was also desirable to have an easily identifiable and accessible group of leaders who could be interviewed. Since 1967, there were twenty-one different people who were Presidents or Executive Directors / Director Generals of the association, all of whom were still alive when the study began. Consideration was also given to the potential accessibility of information. Since the general methodology ultimately chosen for this study would rely on interviewing and archival analysis, it was important that both the interviewees (primary data) and documents (secondary data) be easily accessible. Ideally, the availability of information would enable the researcher to repeatedly return to data sources. The researcher's former role as a CWSA employee and an ongoing volunteer enabled a relatively easy introduction to interviewees and access to association documents. CWSA was also chosen to expand the domain of research within the field of sport management and adapted physical activity. The sport industry included disability sport organizations, yet they were rarely studied from a management perspective.

c) Research Question

This study was based on the curiosity of how organizational strategies were formed. A model developed by Leavy and Wilson (1994) enabled a similar exploration to take place in four Irish businesses. It was surmised that a replication of Leavy and Wilson's (1994) study, and an assessment of whether their model was suitable to explain the organizational strategy formation processes in a Canadian amateur sport organization were appropriate. Subsequent to this decision, the following research question was offered: Did Leavy and Wilson's (1994) model of strategy formation reflect the strategy formation processes that occurred in CWSA over a thirty-year period?

CHAPTER II: REVIEW OF LITERATURE

To accomplish the primary goal of this study, it was important to assess the literature and understand current perspectives and paradigms as it pertained to organizational strategy. Using the model proposed by Leavy and Wilson (1994), the literature related to strategy formation was divided into four sections: organizational strategy, situational context, leadership, and organizational history.

a) Organizational Strategy

> The word strategy has been around for a long time. Managers now use it both freely and fondly. It is also considered to be the high point of managerial activity. For their part, academics have studied strategy extensively for about two decades now, while business schools usually have as their final capstone a course in strategic management. The word strategy is so influential. But what does it really mean? (Mintzberg, Ahlstrand & Lampel, 1998, p.9).

Peter Drucker (1999) suggested that strategy could be defined as that which converts each organization's theory of business into performance. The purpose of strategy then is "to enable the organization to achieve its desired results in an unpredictable environment" (Drucker, 1999, p. 43). This definition, however, is just one of many, and presently, there does not appear to be one widely accepted standard definition, paradigm or unifying theory of organizational strategy (Leavy, 1996b ; Prahalad & Hamel, 1990; Thain, 1990; Whittington, 1993). The inability to formulate one definition has likely been the result of varying research approaches (Papadakis, Lioukas & Chambers, 1998; Pettigrew, 1990; Schneider & DeMeyer, 1991).

Several authors have tried to simplify the multitude of theories by categorizing them into a few discrete groups. Mintzberg (1994b) suggested that strategy could be seen in one of two ways: a plan and direction, or a pattern that was consistent in behaviour over time. Mintzberg, Ahlstrand and Lampel (1998) also attempted to categorize strategy using ten different schools of thought: design, planning, positioning, entrepreneurial, cognitive, learning, power, cultural, environment, and configuration. Stone, Bigelow and Crittenden (1999) organized a review of organizational strategy in non-profit associations into three categories: strategy formulation, content, and implementation. Whittington (1993), meanwhile, suggested that there were four generic approaches to understanding organizational strategy: classical, evolutionary, processural, and systematic. The four approaches presented by Whittington (1993) differed along two dimensions, the outcomes of strategy and the processes by which they were made.

Within all of these various categorizations there appeared to be one consistent continuum. At one end was the responsibility of strategy being predominantly with a person or persons (voluntaristic) while at the other end was the responsibility being primarily within the environment (deterministic).

The Voluntaristic Approach

The term strategy is rooted in the Greek word "stategos," evolving from a combination of "statos," or army and "ego," or leader (O'Toole, 1985). The origin of strategy, therefore, is based in military tradition. Only recently has it become more common in business terminology (Knights & Morgan, 1992). The military tradition led to the development of the classical approach (Whittington, 1993) and in it, the architect or general became a favourite metaphor.

The classical approach to understanding organizational strategy identified two main steps within the strategy process; the first was a purposeful formulation of a plan, while the second was its implementation at a mainly administrative and leadership level (Andrews, 1980). The classical view thus focused on the power of a leader or manager, instead of the chaotic forces of nature (Ginsberg, 1988; McGahan & Porter, 1997; Virany, Tushman & Romanelli, 1992; Whittington, 1993; Yukl, 1989).

During the 1950s, interest in the classical approach was reflected by the use of the term strategic planning. The popularity of this phrase emerged as corporations and businesses moved away from family ownership and paid, non-family administrators were suddenly required to justify and legitimize their actions to shareholders; the idea of strategic planning sufficed (Knights & Morgan, 1992). Strategic change then became popular in the 1970s because of the rapid environmental turbulence as described by Alvin Toffler's *Future Shock* (Mintzberg, 1993). During this time, it was perceived that the organization's only mechanism for survival was the ability of top management to quickly implement appropriate and timely strategies to adapt to these chaotic forces and thus steer the organization away from danger (Pettigrew, 1987a).

The classical approach suggested that strategy would be presided over by a rational leader. This view portrayed "the leader as a heroic, yet slightly isolated figure of the general. Presiding at the top of a rigid hierarchy, it had been the general who would ultimately make the decisions" (Whittington, 1993, p. 15).

Critics of the classical approach were many.

> Evolutionists warned that to invest heavily in any single strategic plan such as the classicalists was to court disaster. They cautioned, instead, that organizations should keep their strategic options open. The processuralists also challenged the detached approach of the classicists, as they saw strategy emerging directly from an organization's intimate involvement with everyday operations.

> Finally, systemic approaches argued that classic strategies were sociologically inefficient and were heavily influenced by particular social contexts (Whittington, 1993, p. 17).

Mintzberg (1994b) also criticized the classical approach because of what he perceived as an inherent fallacy in trying to predict the future.

In the 1970s, the study of organizational strategy began to use a more combined approach to understand organizational strategy. Child (1972) suggested that the environment could constrain a manager's decision-making ability, but ultimately, it was the manager who determined the organization's structure. Cyert and March (1963), and Hambrick and Mason (1984) presented empirical support for this strategic choice perspective and suggested that the executive's external ties served as a conduit for information that shaped managerial views of the environment. This relationship contributed to the set of alternatives from which strategic choices could be made.

Using this combined perspective, Oliver (1991) presented five strategic choices that could be made in response to pressures from the external environment. These included acquiescence, compromise, avoidance, defiance or manipulation. Oliver (1991) argued that organizations were not merely passive receptors to external conditions, but were able to negotiate their own pace in response to the environment. From this combined approach, the pendulum of understanding organizational strategy shifted towards the deterministic end of the continuum.

The Deterministic Approach

The deterministic perspective focused on influences from the environment. This approach was a response against the voluntaristic perspective, which was viewed by some, as grossly over-exaggerating the importance of leadership.

The deterministic perspective was reflected by Whittington's (1993) evolutionary and processural approaches. Researchers adopted these approaches in the late 1970s and 1980s, in part, because of political and economic fluctuations, which forced management to focus on positions of sustainability and competitive advantage. As a result, the principal objective of strategy analysis was to understand the external environment and this deterministic approach was exemplified by Porter's (1980, 1985) examination of industry structure and competitive position (Amis, Pant & Slack, 1997).

Rather than relying on managers, evolutionary theorists believed in a biological principle of natural selection. The most appropriate strategies within a given market, therefore, would emerge to allow the better performers to survive and flourish. "Markets not managers, thus choose the prevailing strategies within a particular environment" (Whittington, 1993, p. 18).

The processural approach shared the evolutionary theorist's pessimism regarding rational strategy making, but viewed the environment as being too convoluted to allow the development of perfect strategies. With this understanding, Cyert and March (1963) coined the phrase "bounded rationality" to describe how managers dealt with the pervading environmental chaos. This meant that leaders, unable to consider more than a handful of factors at one time, were reluctant to embark on unlimited searches for relevant information (Whittington, 1993). Leaders were thus seen as being biased in their interpretation of data and were therefore "prone to accept the first satisfactory option that presented itself, rather than insisting on the best" (Whittington, 1993, p. 23).

Other evolutionary theorists focused on how leaders responded to poor organizational performance (Cyert & March, 1963; Keisler & Sproull, 1982), seen as the signal that an existing manner of operating was inappropriate. Managers, therefore, needed to change in order for the organization to survive (Tushman & Romanelli, 1985). Past behaviours and precedents constrained and determined the actions that the leader could take, and thus, they were constrained by the organizational history and the situational context (Boeker, 1997).

Similar to the voluntaristic perspective, the deterministic approaches were paralleled by a rising interest in organizational change (Goodstein & Burke, 1991; Hinings & Greenwood, 1988; Pettigrew, 1987b). Pettigrew (1990) suggested that the term strategic change was more appropriate than strategic choice, as change moved strategy formation beyond specific moments to consider the entire process over an extended period of time. Change thus conveyed the sense that strategy formation involved more than the analytical procedures of decision making (Whittington, 1993).

Within the deterministic approach were two theoretical approaches to studying organizational strategy: resource dependency and population ecology. Resource dependency theorists suggested that leaders of a non-profit organization would try to reduce uncertainty associated with the acquisition of various resources (Slack & Hinings, 1992). Population ecology theorists, meanwhile, focused on the survival patterns of entire populations of similar organizations versus the actions of an individual association or particular leader. In either case, the situation and not the leader / manager, determined the strategies of an organization. Both theoretical approaches suggested that shifts in the environment occurred so quickly, that neither leader nor manager could react appropriately or on a consistent basis (Keat & Ambercrombie, 1990). It was suggested instead, that disruptive events, also referred to as shocks (Fligstien, 1991), jolts (Meyer,

1982) or discontinuities (Lorange, Scott, Morton & Ghosal, 1986) were the primary movers of organizational strategies (Hoffman, 1999).

A Combined Approach

A combined approach using both voluntaristic and deterministic paradigms recognized that leadership and strategy had a number of contextual interrelationships. Known as the systemic approach, this suggested that the disagreements between the classical and processuralist perspectives were actually a question of degree rather then dichotomy (Leavy, 1996b). Mintzberg (1978), and Mintzberg and Waters (1982) identified a systemic process, which they referred to as strategy formation. Mintzberg and Waters (1982) defined this as "a pattern in a stream of decisions" and using this definition, suggested that there were three general types of strategies: deliberate, unrealized, and emergent. Deliberate strategies were intended and realized, unrealized strategies were intended but never materialized and emergent strategies were not intended but occurred.

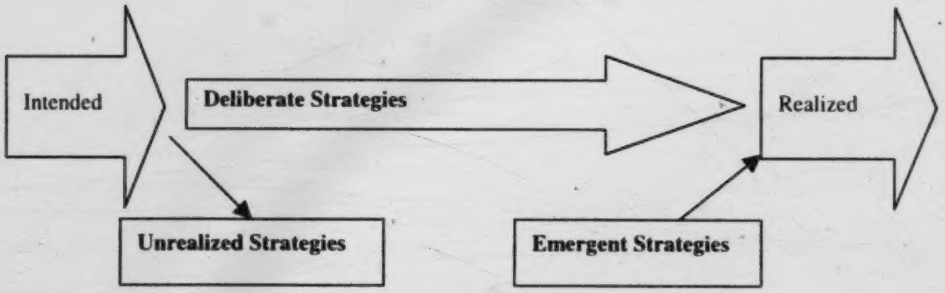

Figure 2: Types of organizational strategy (Mintzberg & Waters, 1982)

Mintzberg (1994b) argued that the differentiation of these three types of strategies was necessary because few strategies, if any, could ever be purely deliberate. Mintzberg

(1994b) further clarified this point by alluding to a *Fortune* magazine article, which polled a number of business consultants and suggested that only 10% of organizational strategies were ever successfully implemented. Tom Peters and Robert Waterman, authors of *In Search of Excellence*, (1982) suggested that this relatively small percentage (10%) was, even at such a low level, still wildly inflated.

The need to recognize these various types of strategies within a greater understanding of the strategy process was further clarified by Greenwood and Hinings (1988), who noted that some aborted strategies might actually be politically motivated. This premise agreed with Meyer and Rowan's (1991) proposition that for political reasons, organizations might adapt certain strategies, even though they were operating with an alternative set of values and principles. Subsequently, when this symbolic disguise became unnecessary, the strategies were abandoned.

These perspectives on organizational strategy redirected the focus of strategy research away from the two-part process of strategy formulation and implementation towards a more processural approach identified earlier by Mintzberg (1994b). Researchers, subsequently found themselves studying a process that inherently involved "the dynamic interaction of leaders, organizational histories and situational contexts" (Leavy, 1996a, p.441). It was this understanding that led to what was defined as the systemic approach, which viewed the organization as operating within an open system (Katz & Kahn, 1978; Thompson, 1967). This recognized that the decision-makers were not simply detached calculating individuals but instead were "people, deeply rooted within densely woven social systems" (Whittington, 1993, p. 28).

To help others understand this concept, Mintzberg (1994a) used the metaphor of a potter at his/her wheel. The potter would begin their work with some general idea of what they wanted to create. The detail, or even the possibilities for a different design, emerged as the work progressed. For businesses facing turbulent environments, the craftsman's approach was more appropriate than the traditional, rationale planner models. The analogy of the potter also recognized that individual leaders were embedded within the social context that surrounded them while allowing some semblance of power for change.

Leavy and Wilson used this systemic approach's (1994) in their model of strategy formation that focused on the interaction of three variables: leadership, the organization's history and situational context. Leavy and Wilson (1994) suggested that these three influencing factors had a significant effect upon the organizational strategies, which then resulted in point-in-time outcomes. The cumulative nature of these point-in-time outcomes resulted in what they termed as organizational career, which continued to have a significant impact on future strategies through a feedback loop.

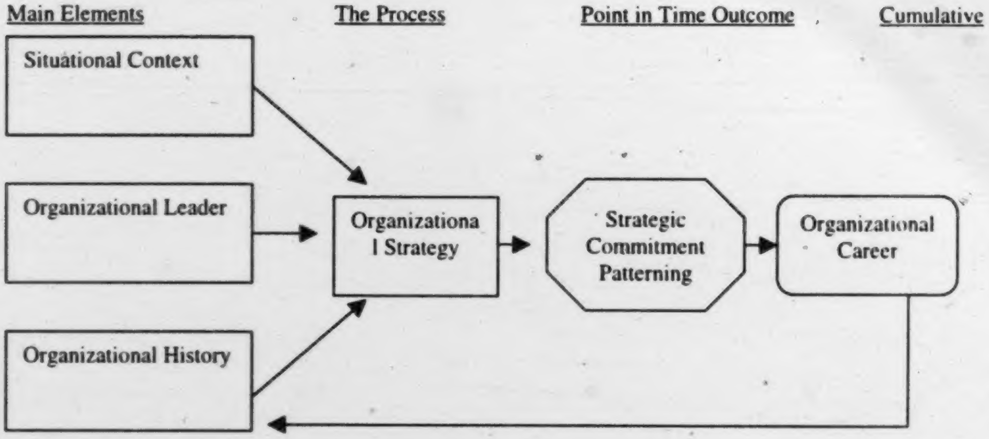
Main Elements
The Process
Point in Time Outcome
Cumulative
Situational Context
Organizational Leader
Organizational History
Organizational Strategy
Strategic Commitment Patterning
Organizational Career

Figure 3: Model of strategy formation (Leavy & Wilson, 1994)

Many others also advocated a combined approach to studying organizational strategy including Child (1972), House and Mitchell (1974), Miles and Snow (1978), Porter (1980), and Schneider and DeMeyer (1991).

Pettigrew's (1992) view of strategy, however, contributed the most to Leavy and Wilson's (1994) understanding by suggesting that strategy could not be seen as a rational analytical process of analyzing environments. Referring to the work by Bowler (1970), Mintzberg (1978) and Burgelman (1983), Pettigrew (1992) noted that the transformation of a firm was an interactive, multi-level process. The outcomes of the strategy process emerged, therefore, not as a product of rational debate, but by the interest and commitments of individuals and groups and changes within the environment.

The interplay of history, leadership and context was also recognized by Christensen (1997) who suggested that managers faced two particularly vexing challenges in developing and implementing competitive strategies. The first challenge was ensuring that the strategies were not reflections of the leader's bias. The second challenge was to ensure that the organizational strategy took into account the external environment, which in Christensen's (1997) opinion, rarely occurred.

Within the realm of sport management, Kikulis, Slack and Hinings, (1995a), promoted a combined approach to understanding organizational strategy. These authors suggested that previous research using institutional theory to assess the impact of the federal government on the strategies of national sport organizations (NSO) provided only a partial picture. What was presented, instead, was an overly deterministic view of NSO's absorbing the ideas that were promoted within their institutional environments.

The realm of non-profit management research also reflected the various approaches to studying strategy formation as identified in the business and sport management literature. Stone, Bieglow and Crittenden (1999) presented a synthesis and analysis of research pertaining to "strategic management and non-profit organizations based on a review of over 65 empirically based journal articles, published from 1977 to 1999" (p.1). One conclusion from this study was the common recognition of external antecedent conditions or changes that affected organizational determinants of strategy formation. One of the primary antecedent conditions was policy shifts in the environment (e.g. Bartunek, 1984; Vogel & Patterson, 1986; Wernet & Austin, 1991). Stone, Bieglow and Crittenden (1999) also noted that several researchers in nonprofit management and organizational strategy focused on leader behaviours, including both paid staff and volunteers, as the primary antecedents (e.g. Harlan & Saidel, 1994; Nutt, 1986, 1987, 1989). Finally, research pertaining to non-profit management reflected many of the criticisms and concerns expressed in the business literature of there being an incoherent understanding regarding the interactions and relationships among components of the strategy process (Stone, Bieglow & Crittenden, 1999).

Within these various systemic approaches was a common understanding of the historic multi-level interplay between the leader and the environment in shaping organizational strategies. It was important to reaffirm, however, that despite these similarities and substantial body of literature, the cumulative knowledge of strategy formation using this approach appeared to be relatively limited with little consistency in its conceptualization or measurement (Boyd & Reuning-Elliot, 1998).

b) Leadership

McNulty and Pettigrew (1999) suggested that to understand strategy, we need to know more about the strategists, in this case referred to as a leader. Leadership has been studied in numerous subject areas including management, psychology, sociology, economics and political science and in many of these contexts, it is viewed as the panacea for success (Bryman, 1986a; Kelly, 1988). Among them, however, are few definitions or theories that are "intellectually compelling and emotionally satisfying" (Meindl, Ehrlich & Dukerich, 1985, p.81).

Machiavelli (1985), for instance, suggested that leaders were power wielders who employed cunning and subterfuge to achieve their own ends. Drucker (1989) defined leaders as being able to carry out the functions of management, planning, organizing, directing and measuring. Hersey and Blanchard (1977) saw leaders as those who could choose the appropriate leadership style to best fit the situation. Lee Iacocca, the former Chief Executive Officer for Chrysler, limited his view of leaders as those who focussed on the three P's: people, productivity and profits. Blanchard and Johnson (1982) suggested that leaders were able to do many things in just one minute, while Peters and Waterman (1982) noted that leaders were able to do one hundred little things well. Rosabeth Moss Kanter (1983) defined leaders as change masters, while Bennis and Nanus (1985) presented them as those having the ability to translate a vision into action. Burns (1978) suggested that leadership was "a social relationship between two or more people in which the leader influenced the social knowledge, goal acceptance and actions of the follower" (p.425). While all of these definitions were compelling in their own right, they failed to receive universal acceptance.

McCall and Lombardo (1978) reflected on this myriad of definitions of leadership and suggested that "the number of non-integrated models, theories, prescriptions and conceptual schemes in the leadership literature were mind-boggling, with much of it being fragmentary, trivial, unrealistic, and dull" (p. 23). Stogdill (1974) noted that the endless accumulation of empirical data on the study of leadership had not produced one integrated theory, while Bennis and Nanus (1985) lamented that "never had so many laboured so long to say so little" (p. 4).

The inability to produce one harmonious approach to leadership may have resulted from a number of issues. The first was that leadership research was without instruments of demonstrated validity and reliability (Luthans & Lockwood, 1984). A second reason was that most studies on leadership tended to consider the same collection of studies repeatedly and "thus, the same misconceptions were perpetuated year after year" (Bass, 1990, p.888). When research failed to support previous hypotheses, it may have been that the research instrument was perceived as inadequate or that the sample was poorly selected (Bass, 1985). Finally, Yukl (1993) suggested that researchers defined leadership according to their own individual research paradigms within a variety of theoretical and academic perspectives.

A further contribution to the leadership definition dilemma was the continual attempts of theorists to conform to overriding scientific agendas. The aim of science typically focused on prediction, and thus results would be faulted when they failed to improve on the control of extraneous variables.

A fourth difficulty was the lack of communication amongst researchers. Traditionally, research that pertained to leadership was conducted in isolation and without taking into account investigations into managerial behaviour (Scott, 1999). Studies addressing managerial competencies focused largely on what managers did, whereas leadership research was more concerned with identifying what forms of leadership behaviour were associated with outcomes.

A fifth and final reason why leadership research may not have been able to provide one universally accepted definition was the perception of cultural bias. Although leadership has been studied from a variety of paradigms, the majority were conducted in North America by North American, Caucasian males (Alvesson, 1996). In France, for instance, there is no comparative word for leadership and it is simply referred to as "le leadership" (The Economist, 1995).

The search for a better understanding of leadership was also reflected in the sport management literature. Paton (1987) concluded that leadership was the most frequently studied topic in the *Journal of Sport Management*. These studies, with only a few exceptions (e.g. Chelladurai & Saleh, 1980; Weese 1995b), were criticized as being overly "descriptive and atheoretical, rarely employing any meaningful or substantive way, the leadership literature that existed in the broader field of management" (Slack, 1997, p.289). A second concern about leadership research in sport management was that the majority of studies were doctoral dissertations or master's theses, few of which were ever published (Slack, 1997). The last concern was that the majority of these studies used coaches instead of organizational managers as their sample and it was questioned whether generalizations could be made between these professions (Slack, 1997).

Similar concerns of leadership research were expressed within the non-profit literature. Cressy and Golden (1986) noted that little has been written about the role of leadership within the voluntary literature, as researchers tended to focus more on broader managerial issues. In addition, when leadership was mentioned, it was discussed within the context of effective management techniques. Exceptions to this generalization included Nanus and Dobbs (1999) and Jinkins and Bradshaw-Jinkins (1999). A second issue that curtailed a better understanding of leadership within the non-profit realm was an over focus on prescribing how administrators should formulate strategy (e.g. Barry, 1986; Bryson, 1988, 1990; Nutt, 1984; Wolf, 1990) Butler and Wilson (1990) noted, however, that this overly voluntaristic perspective ignored the impact of the surrounding environmental context and therefore presented an unrealistic and inappropriate description of the organization's leadership.

While one universally accepted definition was not available, it was necessary for the purposes of this study to choose one to facilitate an assessment regarding its influence on strategy formation. Therefore, it was determined that a brief historical review of leadership theory would enhance the understanding of the topic and possibly reveal a suitable approach for this study's research question.

A History of Leadership Theory

Reviews of leadership research often follow a chronological format (e.g. Field & House, 1996) dating back several centuries. These reviews also suggest that modern research began in earnest in the 1900s with the first era known as the trait approach.

Trait Theory

In some of the earliest leadership studies, attempts were made to identify a finite set of personal characteristics that would distinguish a successful leader from an unsuccessful one (Bass, 1990). Between 1904 and 1948, a total of 124 studies of leadership traits were reported and reviewed by Stogdill (1974) with the conclusion that a number of traits could predict a successful leader based on their intelligence, physical stature and personality (Daft & Steers, 1986). Following the 1974 review Stogdill "suggested that this work and similar reviews by others had placed too much emphasis on situational factors and downplayed the universal traits that certain leaders seemed to possess" (Slack, 1997, p. 289).

Research efforts which replicated the work by Stogdill (1974) did not yield consistent results and subsequently, it was determined that the trait approach had little utility for the practicing manager. The modern corporation, instead, demanded that researchers concentrate on how to improve the basic leadership competencies, rather than understanding the distinguishing attributes of the outstanding few (Leavy, 1996b). Eventually, the trait approach fell into disfavour and researchers were encouraged to focus on what the leader actually did (Chelladurai, 1985). Thus, the emphasis shifted from attributes to behaviours.

Behaviour Theory

Following the trait era, the focus for leadership research turned to understanding how a leader contributed to group performance. A major problem that evolved within this perspective was identifying the behaviours that were both relevant and meaningful (Yukl, 1989). In an attempt to address these concerns, two separate groups of researchers, one from Ohio State University and the other from the University of Michigan conducted similar studies on leadership behaviours (Halpin & Werner, 1957; Hempill & Coons, 1957). The results from the Ohio State studies suggested that leadership could be understood along two axes; one defined as consideration and the other as initiating structure. The Michigan studies, meanwhile, labeled their two axes as employee and production orientations.

A criticism of these behavioural approaches was that two or three dimensions could not adequately describe the complexity of every leader. A second was that these studies confounded the style of decision-making with the substance of the decision itself. A third criticism was that these studies did not assess the specific dimensions of leadership behaviour appropriate to specific contexts (Bass, 1990; Yukl, 1989). It appeared, instead, that some leadership behaviours were effective in some situations, but ineffective in others (Chelladurai, 1985). The subsequent recognition that neither trait nor behavioural approaches were superior led, in part, to the development of the situational/contingency approach (Leavy, 1996b).

Situational/Contingency Theory

Following the behavioural era, research pertaining to leadership suggested that how one reacted or adapted to the situation was the greatest determinant to a leader's success. Bass (1985) recognized that the complexities of organizational life required senior executives to vary their performances and display different behaviours at different times. This era of leadership research addressed how the situation affected leadership behaviour and acknowledged the importance of factors beyond the control of leaders and subordinates. This recognized that effective leadership was dependent upon a number of factors.

Fiedler (1964) proposed that there was an optimal fit between the leader's personality traits and the situation. As a consequence, there was a new emphasis on both traits and situational variables as predictors of leadership. Situational favourableness was then sub-divided into three elements: leader-member relations, task structure, and the leader's power position.

In contrast to Fiedler's (1964) model, the path-goal theory developed by House (1971) focused on leaders and their personal attributes. This approach showed the leader acting as a catalyst for followers to successfully complete their journeys, thus making the path towards the goal easier to attain. House (1971) suggested that the style selected by the leader would be based on situations that could include subordinate characteristics and environmental demands placed on the subordinates. Hersey and Blanchard (1977) developed a third situation-based model, where a leader's use of behaviour or task-related styles would depend on the maturity of subordinates.

The situational approach, while theoretically appealing, was not universally accepted by managers as being very practical. It was noted, instead, that an in-depth analysis of each situation required more time than practicing leaders and managers could afford, and in reality, they were more concerned about "putting out fires." Thus, the leader did not have an opportunity to appropriately scan the environment or situation. The repeated failure of theorists to appropriately describe leadership may have been what led to what was described by Field and House (1996) as the anti-leadership era.

Anti-Leadership

The anti-leadership era evolved from the dissatisfaction of practitioners with previous leadership research. Leadership became perceived, instead, as a repository for unknown variances within an organization (Fiedler, 1964). Meindl, Ehrlich, and Dukerich (1985) coined the phrase, the romance of leadership, and suggested that people used leadership to provide answers to confusing questions or to give meaning to ambiguous events (Field & House, 1996). The anti-leadership era also emerged alongside the recognition that changing economic cycles influenced the allure of leadership more than anything inherently theoretical. This understanding suggested that an interest in leadership increased as the economy fluctuated. Thus, it was questioned whether the concept of leadership was a field worthy for academic study or simply an attempt to rationalize the fear of the unknown (Czarniawska-Joerges & Wolff, 1991; Whittington, 1993).

Transformational / Transactional / Charismatic Theories

Following the anti-leadership era, a renewed interest in leadership occurred when researchers began to address the differences between the manager and leader (e.g. Peters & Waterman, 1982; Zaleznik, 1977). Previous studies on leadership debated the theories of supervision, which dealt mainly with style, rather than substance. A realization seemed to occur, however, whereby researchers focused on the behaviours and traits of leaders versus the tasks of managers. Leaders were seen as those who established direction, aligned people, motivated and inspired others versus the actions of managers who planned, budgeted, organized, staffed, controlled and problem-solved (Kotter, 1990). Bennis (1984) summarized this paradox by noting that "managers did things right, while leaders did the right thing." With this differentiation grew the theories of transactional, transformational, and charismatic leadership.

Transactional approaches (e.g. Burns, 1978) dominated leadership research that immediately followed the disenchantment with the situational and anti-leadership eras (Hater & Bass, 1988). Transactional leadership viewed followers as bargaining agents where power regulated an exchange process with awards being issued and received

(Deluga, 1990). This process was rooted in a direct exchange relationship between the leader and follower, and therefore, was relatively independent of history and context (Burns, 1978). Transactional leaders were motivated by means of concrete economic or psychological exchanges (Doherty & Danylchuk, 1996).

Transformational leadership operated out of a deeply held personal value system that could not be negotiated or exchanged (London & Boucher, 2000). These leaders elevated the desires of followers for achievement and also promoted the development of the group (Bass & Avolio, 1990). Where transactional leaders induced, transformational leaders tended to inspire (Leavy, 1996b).

The interest shown in transformational leadership, according to Inglis (1997), was the main reason why leadership studies in general dominated the sport management literature. This interest was also a reflection of an era with turbulent social and economic changes and it seemed that during these times, there was a parallel revival of academic interest in the subject of leadership. A number of researchers (e.g. Bennis & Nanus, 1985; Boeker, 1997a; Tichy & Devanna, 1986; Tichy & Ulrich, 1984; Ulrich, 1987; Weese, 1996) concluded that the type of leader needed during these times of dramatic change was very different from the one required during periods of incremental change. The theories of transformational and charismatic leadership addressed this need by focusing on the process of influencing major change, building commitment, and empowering subordinates.

Charismatic leadership was viewed to be important when organizations were in transition and where traditional values and beliefs were being challenged (Conger, 1989; Conger & Kanunga, 1987, 1991; Tichy & Devanna, 1986; Ulrich, 1987). Bryman (1992), suggested that charismatic leaders had three notable characteristics: they were regarded as exceptional, had a vision or mission that elicited follow-ship, and enjoyed great personal loyalty and high levels of commitment from their followers (Howell & Avolio, 1995). Both transformational and charismatic approaches thus considered the leader's traits by recognizing, power, behaviour, and situational variables.

Similar to the previous attempts to explain leadership, criticisms to these approaches were forthcoming. Pettigrew (1992) questioned the views of transformational leadership in effecting major strategic change, and suggested instead, that leaders should only be seen as one element, although a central ingredient, within a complex political web. Pettigrew (1987b) argued that a reason for the general acceptance of the transformational approach was that in times of uncertainty, it was comforting to think that individuals in leadership positions could make a difference (Pettigrew, 1987b). Gemmill and Oakley (1992) suggested that charismatic leadership could actually have a negative influence on an organization viewing it as "an alienating social myth that would de-skill followers, both intellectually and emotionally, through the fostering of unhealthy dependency and uncritical devotion" (Leavy, 1996b, p. 82). Heifetz and Laurie (1997) further suggested that "the prevailing notion of leaders having a vision and aligning people with that vision was bankrupt" (pg. 134). Transformational and charismatic theories, when transformed to styles of leadership were thus seen as being reduced to "a combination of grand knowing and salesmanship" (Heifetz & Laurie, 1997, p. 134).

While recognizing and appreciating these criticisms, it appeared, nonetheless, that the transformational and charismatic approaches successfully addressed a number of historical issues that plagued the development of leadership research. The greatest of these was that the visible signs of leadership were experienced in its practice (DePree, 1989).

Choice of Perspective

It is unlikely that the transformational and charismatic approaches will be the last theoretical attempts at understanding leadership. Instead, they probably are small steps along a very long path of understanding. The study of leadership has evolved through several phases, beginning with the trait approach of the 1940s and continuing with the behavioural and situational / contingency labels of the 1950s and 1970s. Leadership research then appeared to stop momentarily during the anti-leadership era, only to explode in popularity during the 1980s and 1990s with the identification of transactional, transformational and charismatic approaches.

Choosing one approach from these different eras and definitions is difficult, as each was studied from a variety of perspectives and paradigms and was accompanied by an equal variety of criticisms. Nevertheless, while there was not one "best" theory, within each were a number of consistencies: The most common consistencies were the recognition that leadership dealt with people, influence, and goals (e.g. Bass, 1990; Daft & Steers, 1986; DePree, 1989; Soucie, 1994; Yukl, 1989).

Mitchelson (1994) suggested that even beyond these three consistencies was one over-riding conclusion found within the majority of research definitions. This one element was that leaders positively used power or influence on others. This realization implied that relationships between people were not passive. Thus, for leadership to truly occur, the influence must be positive and have an impact on change. Thus, for the purposes of this study, leadership was defined as "positively influencing improvement and useful change at the organizational level."

The understanding that leadership referred to positive influence was mirrored by Kouzes and Posner (1994) in their text *The Leadership Challenge*. Their model of leadership resulted from an examination of everyday actions and behaviours of exemplary leaders at a variety of levels and settings in their best leadership episodes. By doing so, Kouzes and Posner (1994) were able to focus on the key behaviours and actions of high performing teams and self directed work groups within specific contextual and historic paradigms. This separation allowed them to differentiate between leadership, management, leaders being born, and leaders being developed. According to their research, when leaders were at their personal best, they engaged in five key practices: challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart.

The Kouzes and Posner (1994) model was also perceived as appropriate for this research study as it showed remarkable statistical reliability and validity when assessing leadership within different types of organizations and disciplines (Posner & Kouzes, 1997). While specific correlation to strategy formation remained unproven, direct relevance to job satisfaction, organizational commitment and productivity were revealed by McNeese-Smith, (1991) and Taylor (1996). Nanus and Dobbs (1999) also supported Kouzes and Posner's (1994) model as a result of its relevance to the non-profit environment. Nanus and Dobbs (1999) reviewed a number of studies that examined non-profit leadership effectiveness and the model that they suggested as being particularly helpful when assessing leaders in nonprofit organizations was Kouzes and Posner's

(1994). Finally, Kouzes and Posner's (1994) model was selected because of its potential to enable CWSA leaders an opportunity reflect on past practices and make more informed decisions for the future.

> If the organization could determine the general patterns of behaviours, which leaders exhibited when successfully implementing organizational strategies and more generally, the overall successful performance of their organizations, it would [likely] enable the leaders to reflect upon, learn from, and incorporate these general patterns of behaviour into their on-going leadership practices (Mitchelson, 1994, p.15).

c) Situational Context

The implication of accepting Kouzes and Posner's (1994) approach to assessing leadership meant that it would occur during the interaction of members and organizations within the environmental context. As was noted earlier in this chapter, it was also identified that context played a significant role in several theories of organizational strategy, most notably that proposed by Leavy and Wilson (1994).

An interest in the relationship between situational context and organizational strategy began in the 1970s, when researchers questioned whether organizations were as self-directed as leadership theorists wanted to believe (Leavy, 1996b). While leadership was traditionally the factor most often associated with influencing an organization's strategy, other researchers (e.g. Burns & Stalker, 1961; Gellat, 1992; MacMillan, 1983; Montanari & Bracker, 1986; Perrow, 1982; Pettigrew, 1987b; Thompson, 1967) recognized the impact of the situational context.

The term situational context was deliberately chosen because it suggested more immediacy than the broader concept of the environment (Leavy, 1989). It was defined by Duncan (1972) as the relevant physical and social factors outside the boundary of an organization that were taken into consideration during an organization's decision-making process. In one sense, everything outside the organization being studied was part of this context but such a broad definition had little practical or theoretical use. In response to this concern, researchers narrowed their focus by sub-dividing the environment into two main types: general and task (Leifer & Huber, 1977).

The first or closest layer of the environment to the organization was labeled task and this sector was seen as having a direct impact on organizational strategy. The second, or outer layer, was labeled general, and this referred to the sectors that affected the organization indirectly (Daft, 1992; Elenkov, 1997). In contrast to the general environmental factors, task specific factors were more evident to management because they contained those constituents that could more obviously impact the success of the organization.

Bryman (1986b) divided the external environment into three main general factors: trends, clients, and competitors / collaborators. Trends were then subdivided into four categories or task environment sectors: politics, economics, society and technology. Porter (1980) focused on the task environment by suggesting that the most important elements affecting organizational strategy were the relative power of customers and suppliers, the threat of substitute products and new entrants, and the amount of activity among the players in the industry. Berrett and Slack (1999) reflected upon Porter's (1980) five-force model of industry analysis and suggested that it could highlight the actions of existing competitors to reveal what types of generic strategies should be considered.

Using Porter's (1980) model, Berrett and Slack (1999) proposed that in order to comprehend the rationale for strategic initiatives, it was necessary to assess their impact on rival actions. Conversely, the operations of competitors impacted the determination of strategic choices a firm could make in order for them to maintain a sustainable competitive position (Berrett & Slack, 1999). Based on the work by Miller and Friesen (1983), Berrett and Slack (1999) further suggested that the task environment should include environmental dynamism, hostility, and homogeneity. Thibault, Slack and Hinings (1994) pursued a different approach to addressing the task environment by identifying several factors that influenced the strategies formed by Canadian non-profit sport organizations. From the perspective of a non-profit organization, Nanus and Dobbs (1999) identified eight factors outside of the organization's control: demographic changes, technological developments, economic forces, social values, political change, philanthropic sectors, the private sector, and community developments.

To help identify how the situational context influenced organizational strategy, a number of theories were considered. Those most pertinent to this study included resource-dependency, contingency, institutional, population ecology, and chaos theories.

Contingency Theory

Contingency theory suggests that organizational strategy is matched to imperatives or contextual demands. This was illustrated in sport organizations by Slack (1997) who noted that changes in organizational structure would result from contextual demands such as size and technology. Thibault, Slack and Hinings (1993) also utilized a contingency approach in their study assessing a number of Canadian national sport organizations (NSO). They concluded that each NSO did not have one ideal strategy that would be appropriate for every situation. Thus, the contingency approach helped to explain the diverse influences on strategy by recognizing and advocating a goodness of fit between the environment and strategies undertaken by the organization (Thibault, Slack & Hinings, 1993).

Resource-Dependency Theory

A second approach to understanding the influence of context on organizational strategy was resource-dependency theory. Resource dependency theorists (e.g. Pfeffer & Salancik, 1978) recognized that most organizations confronted numerous and frequently incompatible demands from a variety of external factors. It was argued, therefore, that the power and further control of context on organizational strategy was contingent upon the organization's perception of its dependence on those elements (Armstrong-Doherty, 1996; Pfeffer & Salancik, 1978). Within this exchange were four factors identified as being critical in determining the level of dependence: importance of the resource, extent to which the organization required it for continual operation and survival, discretion over the resource allocation and use, and number of alternative sources (Inglis, 1997). The criticism of this theory was that researchers could over-estimate the importance that the context played and leaders could therefore be unfairly viewed as reactive to external factors.

Chaos Theory

The third theoretical approach to studying the impact of the situational context on organizational strategy was chaos theory. Originating from the physical sciences, chaos theory represented the study of non-linear dynamic systems (Wheatley, 1995). Articulated in Greek mythology, chaos meant the unorganized state or void from which all things arose. Chaos also referred to a "disorderly, unpredictable happenings, that gave an observer no sense of regularity" (Skarda & Freeman, 1987, p.173). As a result of these definitions, the term chaos appeared to have "a cataclysmic ring to it, [where] labeling a field in chaos was an admission to defeat from the outset" (Devaney & Keen, 1988, p.17).

The application of chaos theory to strategy formation emerged when researchers recognized that a chaotic environment might be unavoidable with managers adapting to it and in some cases actually thriving within it (Brown & Eisenhardt, 1998; Conner, 1998; Haeckel, 1999; Peters, 1987). One analogy used by Wheatley (1995) that clarified the chaotic relationship between strategy formation and the external environment was a mountain stream. The stream had an impressive ability to adapt, to shift its configuration and to let the power balance create new strategies. Strategies emerged, therefore, but often as temporary solutions that facilitated, rather than interfered with the stream's continuous flow. "Streams have more than one response to rocks; otherwise there would be no Grand Canyons - or else Grand Canyons everywhere. The Colorado River realized that there were ways to get ahead other than by staying broad and expansive" (Wheatley, 1995, p.74). Similarly, organizational strategies were seen to adapt to environmental changes all the while making their way forward. It was the variety in contextual factors that then explained the variety of organizational strategies.

A second analogy from chaos theory that revealed the relationship between the environment and organizational strategy was that of football game.

> Even with the largest imaginable digital computer, [it] could not predict the outcome with certainty. The players themselves provided the fastest analogue computation of the evolution of the dynamical system. Because of the complexity and unpredictability of chaos, direct numerical simulations of football games and turbulent flows were likely to remain impractical with even the largest supercomputers. However, we could nevertheless compute reliable odds or probabilities for the outcomes of these processes (Jensen, 1987, p.179).

Chaos theory also allowed researchers to better understand limitations or the inability of managers and leaders to account for every possible variable (e.g. Gleick, 1987, Stuna, 1991). Creating perfect order was construed as practically impossible (Gleitman, 1986) and thus, chaos theory was used to map out a region between order and disorder that was rich in meaningful detail (Stuna, 1991). Based on this recognition, it was possible "to reconcile the complexity of a physical world displaying haphazard and capricious behaviour with the order and simplicity of underlying laws of nature" (Davies, 1990, p.51). Therefore, it appeared that chaos theory could help researchers better understand strategic management by addressing the dynamic and chaotic nature of the environment, and its impact on the organization (Leavy, 1995). A criticism of chaos theory, however, was that it might encourage researchers to over-extend cause-effect relationships and ignore more direct influences from various stakeholders and leaders.

Population Ecology Theory

The fourth theoretical approach that addressed the impact of the environment on organizational strategy was population ecology theory. Population ecology theorists (e.g. Aldrich, 1979; Hannan & Freeman, 1977) saw the individual firm as facing strong constraints with its ability to adapt to environmental change. Population ecology theory suggested that most firms would try to adapt to environmental constraints and that some would do so successfully. Hannan and Freeman (1977) and Aldrich (1979) articulated this point by suggesting that there was a process of natural selection, whereby the environment determined who would survive, with top managers simply being passive agents with minimal impact on corporate development. This view was consistent with economic theories in which decision-outputs, rather then internal decisions were perceived as being relevant for the explanation of a firm's behaviour in a competitive environment. One criticism of this approach was that it tended to focus on a singularly important environmental characteristic.

Institutional Theory

The fifth approach used to explain the impact of context on organizational strategy was institutional theory. This perspective drew attention to cultural pressures versus market forces and resource scarcity, and how myths, meanings and values, rather than efficiency, autonomy and exchange drove and determined organizational behaviour (Oliver, 1991). Institutional theory suggested that the self-serving advantages of compliance with institutional norms included increased prestige, stability, legitimacy, social support, internal and external commitment, access to resources, acceptance in professions, and invulnerability to questioning (DiMaggio & Powell, 1983; Meyer & Rowan, 1991). Social influences encouraging conformity tended to be strongest when individuals or organizations were facing uncertainty.

Hoffman (1999) reflecting on the work by Scott (1995), and Hoffman and Ventresca (1999) suggested that institutions involved three pillars: regulative, normative and cognitive. He believed that "a firm's actions were seen not as a choice among an unlimited array of possibilities determined by purely internal arrangements, but rather as a choice among a narrowly defined set of options" (Hoffman, 1999, p. 351). The environment they operated within created these options through a variety of pressures.

Lawrence (1999) suggested that institutional theory could be divided into both new and old approaches. The old insitutionalism emphasized issues of conflicting interests and values, while the new approach was associated with a focus on routines, scripts, and schemas oriented towards habit and pressures for conformity. The new approach helped explain the impact of contextual factors on strategy by showing how organizations were predicated to conform to institutionalized beliefs or practices. This influence occurred when the beliefs or practices of organizations were so externally validated and accepted by the organization that they became invisible to the leaders which they influenced (DiMaggio & Powell, 1983).

The new institutional approach was utilized by a number of researchers (e.g. Deephouse, 1996; Henderson & Mitchell, 1997) who suggested that a firm's strategy could be best understood according to its adherence or deviance from the central tendencies of its general industry; otherwise known as strategic conformity (Finkelstien & Hambrick, 1990). Berrett and Slack (1999) suggested that this influence would be particularly strong when there were few competitors and where barriers to becoming an organization within the particular sector were relatively high.

Practical applications of institutional theory illustrated how the exercise of strategic choice could be preempted when organizations were unconscious of, or took for granted, the institutional processes to which they adhered (Oliver, 1991). This assumption was based on the work of Meyer and Rowan (1977), Meyer and Scott (1983) and DiMaggio and Powell (1983) which suggested that "organizations experienced pressures to conform to expectations of how certain types of organizations should be designed and that these expectations would vary across the boundaries of institutional fields" (Greenwood & Hinings, 1988, p.309). Therefore, it was suggested that organizations had a tendency to move towards structural inertia. This resulted in a continuation of an existing design archetype, and as such, the maintenance of the status quo (Hinings & Greenwood, 1988; Tushman & Romanelli, 1985).

A second practical application of institutional theory was the recognition of organizations converging with their environment and conforming to prescribed structures and practices that legitimized their existence and ensured access to valued resources. Exerted by regulatory agencies such as the state, professional, and other interest groups, these institutional pressures came to define the appropriate and necessary ways of doing things (DiMaggio & Powell, 1983; Meyer & Rowan, 1991; Scott, 1987; Zucker, 1987a; 1987b).

A third practical application of institutional theory was its ability to address how organizations followed particular archetypes (Greenwood & Hinings, 1993). The number and forms of archetypes within an organization could only be ascertained by understanding how leaders interpreted their situation, and to the historical context of ideas and legitimization processes operating around them (Zucker, 1987b). After establishing the archetypes of an organization and mapping these strategic tracks, the researcher could assess why the organization followed those tracks by looking at the pattern of decisions (Greenwood & Hinings, 1988). Based on this understanding, Greenwood and Hinings (1988) suggested that contingencies, power dependencies, and interpretive schemes affected the archetype of the organization and the subsequent strategic tracks.

While studying Canadian amateur sport, Kikulis, Slack and Hinings (1995b) utilized an institutional approach to examine the influence of contextual factors. They examined the different strategic responses to institutional pressures by looking specifically at the direction and extent of changes in different structural elements. They suggested that much of the scholarly debate on the Canadian amateur sport delivery system focussed on the responses of national sport organizations to deferred government policy initiatives and financial contributions (e.g. Harvey & Proulx, 1988; Kidd, 1988; Kikulis, Slack & Hinings, 1992, Macintosh, Bedecki, & Franks, 1987, Macintosh & Whitson, 1994; Slack & Hinings, 1992; Thibault, Slack & Hinings, 1991, 1993). The conclusions from Kikulis, Slack and Hinings (1995b) suggested that NSOs complied with the parameters and pressures set forth by Sport Canada, being presented as passive receptacles. Berrett and Slack (1999) also examined the institutional pressures on twenty-eight Canadian companies who sponsored amateur sport organizations. They suggested that sponsorship activities of rival companies were influential in a company's sponsorship choices and they noted that pressures were particularly evident from companies within the same geographic area through social networks and the occupational training of the decision-makers.

Criticisms of institutional theory included its "broad disagreement over the theoretical definition and empirical measurement of core concepts such as organizational fields and institutions" (Hoffman, 1999, p. 364). A second criticism was "its failure to adequately address the issue of change" (Hoffman, 1999, p. 364).

Choice of Perspective

Each theoretical approach to understanding the influence of the situational context had inherent strengths and weaknesses. It was suggested, however, that the traditional use of social exchange and power dependency models provided only a partial view of the interrelationships between the situational context and the organization's strategy formation (Leavy, 1989). The reason for this partial view was a narrow perception of influence. Institutional theory, meanwhile, was considered as being overly deterministic (Meyer & Rowan, 1991) and therefore was seen as limited in its application to understanding strategy formation. The implication of this deterministic perspective was that an organization's strategy could be viewed as being based more on the accepted norms of the dominant sector that surrounded them, than on the actions of a leader. Studies using institutional theory thus tended to focus on an "organizations' strategic responses to institutional pressures, rather than the manner in which they bring about those pressures" (Lawrence, 1999, p. 162). These concerns appeared to be addressed, however, by the recognition of normative pressures that were exerted primarily from professionals within the dominant collection of agencies. The primary strength of institutional theory, meanwhile, was that it allowed the researcher to recognize and understand contextual influences, while at the same time address the intrinsic influences from the context upon the leader (Leavy, 1989). It was because of these benefits that institutional theory was chosen to examine the influence of the situational context on organizational strategy formation.

d) Organizational History

A factor that has been presented as necessary, in order to understand organizational strategy, is an historical perspective. In the novel, *Affliction*, the author recognized the irrelevance of fact without understanding the history that led to its occurrence.

> Facts do not make history; facts do not even make events. Without meaning attached and without understanding of causes and connections a fact is an isolate particle of experience, is reflected light without a source, planet with no sun, star without constellation, constellation beyond galaxy, galaxy without universe – fact is nothing (Banks, 1989, p.339).

Leavy and Wilson (1994) recognized this interplay and included organizational history as one of their three fundamental influencing factors on organizational strategy formation. While complementary to the situational context and in many cases being seen as creating the situational context, history was still identified as a separate item requiring individual attention. It was the recognition of the important interplay of organizational history and strategy, which promoted the utilization of what was referred to as the contextual or deterministic approach.

One of the unique features of the contextual or deterministic approach advocated by Pettigrew (1987a) was the treatment of context itself. This contextual perspective recognized patterns of history, its sequence and consequence, and the effects on social processes such as leadership and strategy formation. Beyond the studies reviewed earlier, only a few others allowed the strategy process to reveal itself in any kind of substantially temporal or contextual manner (Pettigrew, 1992). Studies of strategy formation, instead, seemed to preoccupy themselves with the intricacies of narrow change rather than a more holistic and dynamic analysis. To correct this perceived error, Pettigrew (1987a) suggested that researchers adopt a longitudinal perspective and allow history to reveal its untidiness.

In other studies, the longitudinal approach was used to assess the environment's impact on organizational performance. It was determined that the process of scanning and interpreting environmental changes was clearly pertinent to an organization's success

(Elenkov, 1997). Other researchers emphasized the role of history when describing an organization's scope for future change (e.g. Greiner, 1972; Kimberly, 1979). Greiner (1972) argued that a firm's future could be less determined by outside forces than it was by the organizational history (p. 38). In Kimberly's (1979) life-cycle perspective, the determining effects of the organization's early history were perceived in terms of human development. The overall implication was that "early patterns of organizing could limit the range of strategic actions that firms were considering" (Leavy, 1996b, p. 87). All of these approaches reflected the understanding that an organization did not remain inert and that a true understanding of strategy required a longitudinal perspective.

Several theoretical approaches were used to help understand the role of history in shaping organizational strategy. These included population ecology, contingency, and institutional approaches. Institutional theory, reviewed earlier in this chapter, highlighted the importance of history in shaping rules and routines (Ocasio, 1999) and for that reason it appeared to be the most appropriate approach.

Institutional theory recognized that pressures on organizational strategies, over a prolonged period of time, could be best understood by focussing on three mechanisms: coercive, mimetic, and normative (DiMaggio & Powell, 1983). Coercive pressures were defined as those resulting from historically formal and informal pressures exerted by one organization on another as a condition for its support or approval. Mimetic pressures were imitative in nature and prevalent among organizations facing uncertainty. Professionals, whose authority rested primarily on their claims to specialized knowledge and skills, carried out normative pressures. These three pressures would become more firmly entrenched within the organization as they were reaffirmed throughout the organization's history, eventually becoming accepted as the accepted or preferred approach.

Using an institutional and historical perspective would also enable a better understanding of a leader's influence on strategy formation. Scott and Powell (1991) suggested that institutional constraints left room for the autonomous play of personal interests, and thus, individual choice and preferences from a leader could be properly understood within the contextual framework of those which had created them (Friedland & Alford, 1991; Jepperson & Meyer, 1991). This would then enable an examination of the "juxtaposition of the analytical and the political, the role of exceptional people and the extreme circumstances, the enabling and constraining forces of the environment and explore some of the conditions in which mixtures of these occur" (p.650). Leavy and Wilson (1994) took this suggestion one step further by recognizing that organizational history could help create the organizational context. This perspective, for the purposes of understanding strategy formation, deflected attention away from a pre-occupation on personal attributes and individual personae, to focus instead, on the processes by which strategy was formed and organizational destines shaped.

Leavy (1989) noted, after a comprehensive review of the leadership literature, that less than 3% pertained to the specific relationship between leadership, the organization and the environment. Within this small 3%, Leavy (1989) suggested that there were no studies that examined the relationship from a longitudinal perspective. It was proposed, therefore, that longitudinal studies, which explicitly focused on the nature of the organization and how it interacted with the environment over time, would be fruitful in both theory and practice.

The historical view proposed by Pettigrew (1987a) and Leavy and Wilson (1994) promoted the need for a multi-level perspective, where context or leadership were not viewed as a background to the complete understanding of the organization. Instead, the organization was recognized as an entity that developed over time and subsequently, the theories used to assess them made allowances for historical influences (Kimberly & Bouchikhi, 1995). Thus, for the purposes of this study, organizational history was defined as the origins and evolutions of institutionalized norms, events and traditions.

CHAPTER III: METHODOLOGY

The study of organizational strategy borrows much of its theoretical foundations from the older, more established disciplines of economics, psychology and political science. These multiple influences were evident through the variety of theories and models presented in chapter II. For the purposes of this study, Leavy and Wilson's (1994) model of strategy formation was selected to provide a framework from which the remainder of this study would be based.

Leavy and Wilson (1994) argued that the three factors of leadership, organizational history, and situational context were the predominant factors that influenced strategy formation. It was determined that evaluating the appropriateness of Leavy and Wilson's (1994) model in a sport management environment was appropriate and that a focus on one organization would provide a greater depth and quality of analysis for a more effective assessment (Berg & Kenwyn, 1988; Eisenhardt, 1989).

a) Research Question

With respect to the purposes of the study outlined in chapter I, and the literature review outlined in chapter II, the following research question was proposed: Did Leavy and Wilson's (1994) model of strategy formation reflect the strategy formation processes that occurred in CWSA over a thirty-year period?

b) Framework

After deciding upon the basic research question and securing an organization as a case study, the first major step was to conduct the exhaustive review of literature. This process allowed the researcher to appreciate the theoretical inconsistencies and commonalties within the literature and thus develop further intellectual curiosity.

After reviewing the literature, three primary approaches to studying organizational strategy were chosen. The first was contextual, advocated by Pettigrew (1987a), which recognized strategy formation as an ongoing process that could not be detached from the environmental context. Pettigrew's (1987a) recommendations included the need to study strategy across a number of levels, to look at the past, present and future, to address the importance of context, and to search for holistic rather than linear explanations.

The second theoretical foundation for this study was Mintzberg and Water's (1982) view of strategy formation. Organizational strategy had been described as two separate processes of formulation and implementation until Mintzberg and Waters (1982) recognized that not all intended strategies were realized, and not all realized strategies were intended. Subsequently, they proposed that a better understanding of the strategy process would result if the entire strategy continuum was assessed, which they labeled as "strategy formation" (see figure 2).

Leavy and Wilson (1994) provided the third and final theoretical foundation for this study by proposing the need for a longitudinal perspective and recognizing the influence of leadership, context, and history. A longitudinal approach was preferred because the three factors of leadership, context, and strategy were neither unidirectional, nor linear. Instead, these factors were involved in a series of complicated interrelationships, which occurred at both the macro and micro levels of analysis. Thus, to provide maximum understanding, a historical narrative was necessary. Other researchers also recommended a longitudinal approach, particularly those trying to better understand leadership. It seemed that many previous studies on leadership focused on the leader in a vacuum, and this resulted in a preoccupation with personal attributes and personalities (Czarniakska - Joerges & Wolff, 1991).

As noted earlier, Leavy and Wilson's (1994) model was used as the template from which the organizational strategies employed by the Canadian Wheelchair Sports Association (CWSA) would be assessed. It was hoped that using their model, and comparing it to a different environment, would enable the development of a cumulative understanding of organizational strategy formation, and more specifically, how it applied to an amateur sport organization. This rationale was important as lack of replication was viewed as a significant problem within organizational strategy research (Godbey, 1989).

c) Selection of Methodology

Understanding the interrelationships between leadership, context, and history demanded the examination of a series of complex interdependencies. According to several authors (e.g. Bass, 1985; Bennis & Nanus, 1985; Maxwell, 1992; Miles & Huberman, 1984a; 1984b; Mintzberg, 1979; Olafson, 1990; Podsakoff, 1994; Podsakoff & Dalton, 1987; Simpson & Eaves, 1985), an appropriate methodology to choose under these circumstances was an intensive, multi-level, case-study analysis.

The use and appropriateness of qualitative methodologies has been reviewed pertaining specifically to adapted physical activity, sport management and business. Maguire (1996) noted after completing a review of *Adapted Physical Activity Quarterly* (APAQ), that less than 10% of the research publications utilized the qualitative approach. Since 1996, however, it seemed that the qualitative approach was becoming more popular. What may have encouraged its use was a community-wide challenge of the assumptions inherent within quantitative methodologies. The entire July edition of *Adapted Physical Activity Quarterly* was devoted to the subject of challenging research assumptions, and particularly those found within the scientific method (e.g. Slife, 1998; Strean, 1998; Wheeler, 1998). While these criticisms did not focus on a qualitative versus quantitative debate, they did signal a significant move towards accepting less traditional research methods.

Many of the APAQ researchers who criticized the scientific method reflected the sentiments of Neil Anderson who condemned the dominant research paradigms found within organizational behaviour.

> We continue to routinely investigate old chestnut phenomena using conventional methods and designs and at times I feel actively dissuaded from pursuing innovative agendas or from trailing untested methods and approaches. Instead, the paradigm, if allowed to become excessively conformist, stifles radical innovation and channels us to remain on familiar ground by consciously continuing to not so boldly go where many have been before (Anderson, 1998, p. 323).

Olafson (1990), Paton (1987), Inglis (1992), and Slack (1996), looking specifically at sport management research also suggested that previous studies relied too heavily on the quantitative paradigm. Within sport management, the appreciation for the qualitative approach seemed to grow, however, as researchers began to recognize that studying organizations demanded they "could no longer study simple unidirectional problems or anticipate linear relationships and that they could no longer just draw conclusions for the sake of having one" (Olafson, 1990, p. 105).

One specific qualitative approach that Slack (1996) promoted was biographical. This approach tried to understand how an organization's past, shaped its present, and subsequently constrained or enabled its future. This understanding would emerge as the biographer placed the subject "in a historical context and traced how the subject both shaped and was shaped by external and internal events and forces" (Kimberly & Bouchikhi, 1995, p.10).

Beyond Anderson's (1998) comments were many other demands for change to research methodologies in business management studies (e.g. Bennis & Nanus, 1985; Mintzberg, 1979; Rutherford, 1990; Searle, 1989). Bennis and Nanus (1985) recommended qualitative approaches because of several assumptions within the more common quantitative approaches.

> Logical positivism, which borrowed from the physical sciences, or more accurately from the popular myth of the physical sciences, had as an assumption that basic reality consisted of an absolute and stable number of entities that were accessible to direct objective observations which then provided a bedrock of facts or data on which true theories can be cautiously but solidly built (Bennis & Nanus, 1985, p.76).

Business management research specific to leadership was also criticized for its traditional quantitative paradigms. It was suggested that the majority of studies looking at leadership employed an almost "endless variety of theories predominantly based on surveys and questionnaires with tenuous validity" (Hunt, Hosking, Chester & Steward, 1984, p.142). It was suggested that a leader who completed a paper and pencil attitude scale test, personality measure, or questionnaire, ended up yielding a number that was inappropriately treated as an objective fact, just as one's blood group or height.

> This slight of hand, of converting subjective information into supposedly golden objective data, was conducted behind a smokescreen of test mystique and statistical manipulation. The dubious assumption was that if the conditions of their generation and the suppression of the variety in them by statistical technique can force such subjective data, to display some of the properties associated with supposedly objective data. The implicit logic was weak in the extreme (Burgoyne & Hodgson, 1984, p.166).

Researchers looking at leadership thus appeared to be in grave danger of transforming its study into one of "self report questionnaire behaviour, if indeed the transformation had not already occurred" (Campbell, 1977, p.29).

Perhaps the researcher most responsible for this state of pessimism was Mintzberg (1972) who suggested that quantitative studies were overly susceptible to high degrees of selective recall and halo bias on the part of the raters. Significant correlation which was reported using questionnaire type studies was a concern as there was no way of determining the direction of cause and effect. Researchers assumed, however, that causality went from the behaviour to the outcome, but this traditional approach favoured the interpretation that leaders caused others to be more motivated and productive. Equally plausible assumptions included the leader being more influenced by their subordinates or that perceptions of outcomes, such as their own performance or the group's level of success, influenced subordinate perceptions (Luthans & Lockwood, 1984).

The use of qualitative measurements could overcome many of these concerns and would "catapult scientists into a new perspective in reality from which they could gain stunning views of how order, chaos, change, and wholeness were woven together" (Briggs & Peat, 1989, p.83). With the hopes of building upon this realization, Leavy and Wilson (1994) recommended that researchers use detailed case studies to show how contextual features shape a leader's actions. In addition to bringing social, political, and economic factors into the study of leadership, Leavy and Wilson (1994) argued that longitudinal case studies could address the true nature of leadership as to whether it was substantive or symbolic. Longitudinal research studies would also help show how strategy formulation was shaped by the autonomous choices made by individual leaders, while in other instances, it was a product of opportunities and threats within an organization's situational context. "Such studies would help demonstrate how leaders responded to contextual pressures, and as such, why sometimes they were effective and at other times they failed" (Slack, 1997, p.303). While not moving away from the traditional scientific method, this approach did veer from the more narrowly focused quantitative paradigm.

While numerous criticisms were presented regarding the quantitative approach, it seemed surprising that it was still the preferred choice for many researchers in sport management and adapted physical activity. Some researchers even seemed to become more narrowly focused in an attempt to mimic the quantitative rigour found in the physical sciences and thus apparently bring more credibility to their professional field of study.

The continued use of quantitative methods might have also resulted, not so much from the perceived strength of the traditional methods, but from authors being discouraged by the criticism of the untrustworthiness found in qualitative studies. These criticisms were perceived to be unfair, however, as the intent of qualitative research and methods, were not to generalize findings, but were instead to form a unique interpretation of events and to describe, explain, and discover the inner workings of a specific sector within the larger society.

Regardless of these basic differences, qualitative researchers still tried to placate those differences from the more traditional positivistic paradigms that their research was trustworthy. In one such attempt, Guba (1981) used quantitative terminology such as validity and reliability within four categories to reveal the value and strength of qualitative methods: credibility, transferability, dependability, and comparability.

The term credibility referred to the researcher's ability to confirm internal validity, which typically was accomplished by the author stating research parameters. These included a detailed description of the setting, chosen population, theoretical foundation, researcher's biases, effects on the study, and level of competence. Triangulation was the second means for achieving credibility and it referred to the use of multiple methods such as interviews, archival analysis, and observation. Triangulation as a research method was based on a nautical metaphor of finding an unknown location by knowing the location of three other points.

The second item addressed by Guba (1981) was transferability. This element was somewhat irrelevant within a qualitative study, as one of its basic premises was the recognition that the subject area was so complex and forever changing, that true understanding could only be achieved during observation. A Greek philosophy noted that "we cannot step twice into the same river, for other waters are continually flowing" and thus each situation being assessed within an organization was contingent upon several time-referent and constantly changing variables. The need for transferability was addressed by Yin (1989; 1993) who suggested that a single case- study such as Whyte's (1991) classic street corner society, could uncover patterns that would resurface in other sites at different points of time. Generalizability, therefore, might not have been the impossibility that others once thought. Frisby, Crawford, and Dorer, (1997), and Denzin and Lincoln (1994), meanwhile, questioned whether it was even desirable to search for generalizations within qualitative case studies. These authors argued that the qualitative researcher should instead focus on carefully documenting the context, and then letting the reader decide the degree to which he/she felt patterns were transferable to other settings.

The third concept reviewed by Guba (1981) to ensure trustworthiness was dependability. This concept referred directly to the study's reliability, which was encouraged by producing a concise and detailed research audit that accounted for changes within the researcher and within the environment. Ultimately, a guarantee for reproducibility was virtually impossible, as unlike the study of a physical phenomenon, it was very difficult to set up an experiment, or other design, to re-create all of the original conditions and control extraneous variables.

Guba's (1981) fourth item was comparability, which referred to the researcher's neutrality and objectivity. Complete objectivity, however, was difficult to achieve, as research as a whole was rarely value-free. Recognizing this concern, Guba (1981) suggested that the researcher should try to pursue fairness, which could be achieved through the pursuit of value-free writing and the maintenance of a detailed audit-trail.

After taking Guba's (1981) recommendations into consideration, the researcher's own biases, and the strengths and weaknesses associated with qualitative methods, it was decided that a qualitative, longitudinal, case-study approach would be both appropriate and desirable. The approach in this study would include a unique case orientation, which assumed that each point in time was unique, and contextually sensitive. This level of sensitivity was achieved through the recognition that CWSA operated within social and historical contexts.

Contributing to the case-study approach were two types of data collection: in-depth personal interviews and archival analysis. Interviews as primary sources were chosen to capitalize on the people who were perceived as being able to construct accurate explanations of past events (Chalip, 1997). Interviews were more desirable than written surveys as they uncovered a richer understanding of events by allowing the researcher to acquire information pertaining to the reactions and responses towards past events (Van Maanen, 1988). Interviews allowed the researcher to acknowledge non-verbal behaviour or attempts to skirt certain topics, which could then alert the researcher that further inquiry was desired. Following this logic it was then desirable to conduct personal interviews versus those conducted over the telephone (Pitter, 1987). The interview process also addressed several concerns associated with traditional paternalistic and institutional approaches to studying disability-related issues. This study focused on primary interview sources, many of whom were persons with a disability, and this enabled rather than oppressed their voices and concerns (Bredberg, 1999; Moore, Beazley & Maelzer, 1998).

The second data-collection technique for this study was archival analysis. Its greatest advantage was affordability and unobtrusiveness. Organizational documents were also useful in the sense that they provided an official record which became particularly important when examining events from the 1950s and 1960s. A major disadvantage of archival analysis was the reliance on what was available from the interviewees or office files. This was a concern as voluntary organizations such as CWSA were typically not known for their consistent record keeping (Slack, 1983).

After deciding that a case-study approach would be used, the next step was to design a detailed step by step blueprint for action. A seven-step process was developed which began with a pre-test to create the first interview instrument (step one). This pre-test was required for the intense search of historical information (step two). The data collected from these interviews and archival searches was then used to write the organization's detailed history (step three). Periods of different strategies were then inferred from this written history and after a clear chronology of strategies was completed (step four), the researcher began to prepare for the second round of interviews (step five). The second round of interviews (step six) tried to discover how leadership, history and context influenced CWSA's strategies with the final step being the analysis of this data and placing it into a series of meaningful categories (step seven). This methodology was based on Mintzberg and Waters (1982) with several small adaptations.

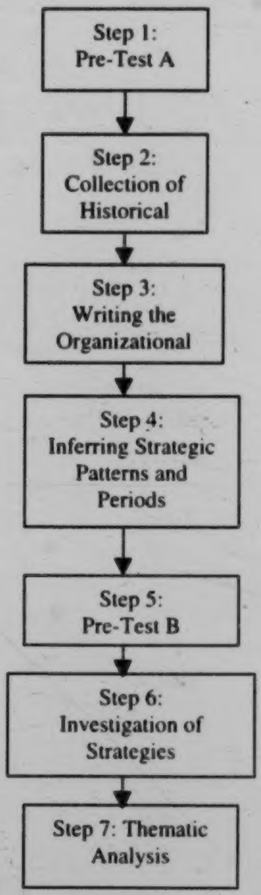
Step 1: Pre-Test A
Step 2: Collection of Historical
Step 3: Writing the Organizational
Step 4: Inferring Strategic Patterns and Periods
Step 5: Pre-Test B
Step 6: Investigation of Strategies
Step 7: Thematic Analysis

Figure 4: Overview of methodology

d) Procedures

Step 1: Pre Test "A"

The first step in this study's methodology was developing an interview schedule which could be used during step two's semi-structured interviews. Potential questions were identified through discussions with faculty members in the Faculty of Physical Education and Recreation at the University of Alberta and Executive Directors from two Edmonton-based, wheelchair sport associations. These organizations included the Alberta Section - Canadian Wheelchair Sports Association (in 1998 the organization's name was changed to Wheelchair Sport Alberta) and the Alberta Northern Light Wheelchair Basketball Society. The two Executive Directors were selected because of their geographical convenience, accessibility, and professional relationship to the researcher.

During these preliminary interviews, each question posed to the local expert led to a series of other questions, which ultimately created topical categories (Strauss & Corbin, 1990). Quality questions required reflection and feedback from others and therefore ample time was given "to explore phrasing and choice of words that achieved clarity, precision and brevity" (Krueger, 1988, p. 59). This entire process occurred over a three-week period and included several follow-up meetings and phone calls.

After the preliminary interview schedule was developed, the same faculty members and Executive Directors were asked to comment on the appropriateness of the final interview schedule. Specifically, they were asked to comment on the time that it took to complete the interview, its ease of understanding, tactfulness, and need for visual aides.

A concern expressed by the executive directors was that the time required for the completion of the interview was too long and as a result, answers to questions posed during the later stages of the interview might be answered hastily. The interview-schedule was subsequently edited to not extend beyond ninety minutes. The final suggestion from the pretest interviewees was to sequence non-confrontational and straightforward questions first. The rationale for this change was to have respondents provide descriptive responses as soon as possible. Once non-directed testimony was forthcoming, it was assumed that it would be easier to sustain (McCracken, 1988; Patton, 1990).

Based on the recommendations of the pretest participants, advisors, and other related factors, the interview schedule was appropriately modified. The final questionnaire schedule (see appendix A) consisted of biographical queries followed by a series of questions and readily available prompts. Interviewees were also asked to sign a consent form (see appendix C).

Step 2: Collection of Historical/Archival Data

The second step for this research study was locating, contacting, and interviewing CWSA's Executive Directors and Presidents. The biographies of these individuals are located in appendix D. Letters and telephone calls were used to verify their interest in participating. Executive Directors also referred to those with the title of Director General. Focus on the top management team was suggested to provide a better understanding of the organization's actions (e.g. Bennis & Nanus, 1985; Child, 1972; Cyert & March, 1963; Hambrick & Mason, 1984; Katzenbach, 1997; Kotter, 1991; McCall & Lombardo, 1978; Wright & Ferris, 1997). Finally, Presidents and Executive Directors were selected for practical reasons related to time, manageability of data, and the perceived ability to provide important information that would be immediately relevant to the study.

One-on-one, personal interviews were conducted in Toronto, St. Catharines, Barrie, Montreal, Ottawa, Winnipeg, Vancouver, and Edmonton. Telephone interviews and e-mail correspondence, while not the preferred method of data collection, were used when distance and timing created difficulties for personal meetings. Eighty-seven percent (87%) of the subjects, who were interviewed in person or by telephone, agreed to have their interviews taped. Written summaries were constructed immediately after the conclusion of the interviews that were not taped (see table 1).

In the introductory letter and telephone conversation to each interviewee, the researcher requested permission to borrow any relevant CWSA documents. The researcher was particularly interested in acquiring any official association minutes, agendas, memos, correspondence, and policy documents, as well as the more widely circulated materials such as newspaper articles and speeches. In the case of association documents, some eras were naturally more complete than others.

Sixty-two percent (62%) of the interviewees provided personal documents including a hand-written speech delivered by Dr. Robert Jackson at CWSA's inaugural meeting in 1967. The researcher also visited the CWSA's head office in Ottawa (1600 James Naismith Drive, Gloucester, Ontario) for three days to examine association meeting minutes and files. The researcher was allowed to borrow all CWSA's original meeting minutes and other memorandum, dating back to 1975, for further analysis. This information was invaluable as it corroborated, augmented, or questioned evidence collected from the interviews (Yin, 1989). When differences arose between personal accounts and written documentation, the later was perceived as being more accurate.

Once the collection of information was finalized, the interview began with a review of the study's purpose. All respondents were asked if they would allow their interviews to be taped. Only two disagreed. Most interviews included a few moments of introductions that were not recorded. Eventually, the respondent would be asked if the tape player could be turned on and the official interview began.

During the first round of interviews, the respondents were told that no direct quotes would be used in the final paper. It became apparent after the second round of interviews, however, that direct quotes were needed to establish the credibility of observations made in the discussion. For this reason, a letter (see appendix F) was sent to each interviewee following the second interview requesting permission to use direct quotes without their names being identified. Interviewees were told that the quotes would be acknowledged by generic terms such as "one interviewee suggested." A copy of every quote that would be used in the paper and was attributed to their interview was also included in this letter with the option give to the interviewee to have the quote deleted or edited. In a few cases, interviewees requested slight edits to their quotes although the meaning or intent was not changed. In one interview, three quotes were deleted entirely from the transcript. In another unique case, the interviewee had passed away during the interim between the interviews and the request for use of direct quotes. A letter was thus sent to the interviewee's surviving wife who then granted the requested permission.

Step 3: Writing the Organizational History

One of the central themes to this study was that the relationship between leadership and strategy could only be fully understood within a particular context. The environmental / situational context, however, could only be properly addressed after an examination of the evolving organization within its own historical roots. Examining strategy formation from a contextual perspective, thus required a descriptive longitudinal approach (e.g. Patton, 1990; Pettigrew, 1985a; Silverman, 1970). The purpose of the third step, therefore, was to develop a chronology of decisions and actions that shaped CWSA's history. This process led to the identification of related trends and events that occurred over the organization's 30-year history.

The interview process was ultimately based on addressing five generic questions: how the organization had developed, what occurred during their tenure, how the organization changed, what were the challenges and issues that the organization faced over a 30-year period, and how the organization responded to them. The identification of historically significant events, based on these five questions, involved an immersion into the data.

The final analysis and writing process utilized a three-stage approach outlined by Strauss and Corbin (1990). The first stage involved an immersion into the data that included a detailed analysis of each interview transcript. This process required the researcher to review an entire paragraph, section of the interview transcript, or accumulated historical notes in order to identify a major thrust or intent (e.g. Slack, 1983). After the interviews were transcribed, the researcher broadened the scope of inquiry and compared categories or themes as they emerged. The purpose of this second stage was to reduce the total content of the recorded communication into a finite set of categories. The third stage was a systematic analysis of core categories, which were cross-referenced and then grouped into a few manageable themes. This last step was taken in order to address a specific set of items and keep the organizational history to a manageable length.

Resulting from various interviews, archival documents, and coding procedures was a comprehensive written history of CWSA, divided into yearly summaries (see appendix G). For the purposes of brevity some years were grouped together including the origins of wheelchair sport in Canada prior to 1967, and CWSA's history during its first ten years. Once the first draft of the organization's history was complete, the sections that applied to the various Presidents and Executive Directors, in addition to the interview transcripts, were sent to each interviewee. A self-addressed stamped envelope was included in this package with a cover letter requesting them to return the draft histories with corrections or additional feedback. Eighty-one percent (81%) of the interviewees returned the written histories suggesting only minor revisions. One specific respondent who volunteered their services then reviewed the final draft of the written history for factual content. Only slight modifications were made as a result of this review.

Step 4: Inferring Strategy Patterns and Periods

The fourth step in this study was to identify generic organizational strategies that occurred throughout CWSA's 30-year history. This process focused on categorizing the vast myriad of data collected during step two. Addressing the organization's history and tabulating significant activities on a yearly basis allowed identification of dominant strategies. These strategies were inferred by focusing on three categories; those that were intended and realized (deliberate), intended but not realized (unrealized), and realized but not intended (emergent) (Mintzberg & Waters, 1982) (see figure 2). Each year or section of years, presented in appendix G were then reviewed with a tabulation of strategies identified in chapter IV. Once this evaluative process was complete, the various strategies were further categorized and tabulated and from this list, the most dominant were selected as cases for further analysis.

Step 5: Pretest "B"

After the organizational history was complete and the dominant organizational strategies identified, the next step was to prepare for a second round of interviews (see appendix B). These were conducted in the same cities listed in step 2. Pretest B followed the same guidelines as pretest A with only a few exceptions. The main difference between the two questionnaires was that the second one collected data for the purposes of assessing the influences on strategy formation, versus the first, which was designed to elicit information to help create the organizational history.

The second round of interviews began with a discussion on strategy formation and the general conceptual framework of the research study. Subsequent questions within this larger process were formulated using one similar to that employed during the creation of pretest A. This process included two brainstorming sessions with Edmonton-based. disability sport Executive Directors (ED) and various meetings with supervisory committee members at the University of Alberta. The same two EDs that participated in step one were involved in the creation of the second interview schedule, reviewed it once it was completed with no significant change recommended.

Step 6: An Intense Investigation of Each Strategy Period

After the periods of strategy formation were determined, the next logical step was to identify the key factors that influenced them. Before beginning this process, it was noted that organizations such as CWSA were open systems and in constant interaction with the environment. This chaotic interaction suggested the need for an adaptable methodology (Schien, 1985) and thus the procedures in step six involved semi-structured personal interviews and a return to archival analysis.

In step six, the researcher used the questionnaire developed in step five and the general protocol of step two. Eighty percent (80%) of the total interviews occurred in the homes or offices of the interviewee. The remaining twenty percent (20%) were completed over the phone when the costs of personal interviews were too expensive. In addition to uncovering the key influencing factors for CWSA's organizational strategies, the second round of interviews included a small number of questions based on the previously written histories to clarify any missing or confusing data.

In total, 18 former Presidents and Executive Directors, who represented 90% of the existing list, were interviewed during steps two and six (see table 1). Only Dr. M.L. (Maury) Van Vliet, who was CWSA's President from 1971 to 1973, and Dr. Doug Anderson, who was the President from 1997-1999, were not interviewed.

Table 1: Interviews

CWSA ExecDir	Date	Location	Int1	Int2	Feedback
Bev Hallman	1967-69	Toronto	*	*	*
Al Simpson	1969-72	Winnipeg	*	*	#
Gerald Way	1972-74	Edmonton	*	-	*
Gary McPherson	1974-78	Edmonton	*	*	#
John Smyth	1978-81	St. Catharines	*	*	*
Dean Mellway	1981-90	Ottawa	*	*	#
Karen O'Neill	1990-94	Ottawa	*	*	*
Janet Gates	1994 -95	Toronto	*	*	*
Kathy Newman	1995	Vancouver	*	-	*
Claire Gillespie	1995-96	Ottawa	*	*	*
Colin Timm ^^	1996	Ottawa	*	*	#
Sandy Johnson	1997	Ottawa	*	-	-
Cathy Cadieux	1997	Ottawa	*	-	-
CWSA Presidents					
Dr. Robert Jackson	1967-1973	Dallas	*	*	*
Dr. Maury Van Vliet	1973-1975	Victoria	-	-	-
Roger Mondor	1975-1981	Montreal	*	*	*
Sharon Cook	1981-1985	Fonthill	*	*	*
Gary McPherson	1985-1993	Edmonton	*	*	#
Laurel Crosby	1994-1997	Vancouver	*	*	*
Dr. Doug Anderson	1997-1999	Edmonton	-	-	-

Legend

* = completed
# = sent with no response
- = not attempted
^^ = Mr. Timm was never officially named Executive Director
I1 = Interview 1
I2 = Interview 2

The time it took to complete the interviews ranged from 25 minutes to a maximum of 90 minutes. All but six of the interviews were recorded and transcribed verbatim, resulting in five to ten pages of typed text per interview. In many cases, the entire interview was not taped, as the recording was purposefully turned on after initial discussions began. In other cases, the tape-recorder was turned off as requested by the interviewee or offered by the researcher.

Five interviews were partially spoiled as the recording equipment failed. Responses to several questions were also partly lost or inaudible, although this loss of data was addressed immediately following the interview with written field notes. Information was also recorded after follow up phone-calls or informal discussions at conferences and meetings, although these were not presented as direct quotes.

The interviews when they worked best were focused conversations about the individual's recollections of the strategy formation process. Sometimes, the interviewee's own role in the strategy formation process was the focus for discussion while in other instances, especially when an individual was involved with a strategy that failed, the focus was on political process. Always, the researcher sought to confirm particular accounts of events with other participants and to achieve a variety of perspectives.

The second primary source of information was archival documentation. Documents included newspaper articles, meeting minutes, published newsletters and other internal memorandum collected in steps two and six. The data, which was collected through interviews and archival research, complemented each other by acting as a constant check and balance, as well as providing leads for further inquiry.

The process of collecting archival materials continued until it reached a point where no new insights were revealed as recommended by Fox-Wolfgramm, Boal and Hunt (1998). Ideally, the formal analysis in step seven began when "the data collection

T

process reached a certain saturation level where the marginal utility of additional information was declining relative to the marginal cost of obtaining it" (Leavy, 1996a, p.436).

Step 7: Thematic Analysis

The search for order in step six utilized a number of skills that involved the creative leap of generalizing beyond the data (Mintzberg, 1979) which involved a process of "organizing the raw data into a case and historical narrative" (Patton, 1990, p. 481). Once all of the data was accumulated in steps two and six, a brief case record for each of the dominant strategies was developed. The purpose of developing these case-records was to edit all of the accumulated information, eliminate any redundancies and organize the data into a comprehensible and chronological format.

The type of analysis described in step seven was perceived as the most demanding and least examined aspect of the qualitative research process (Fox-Wolfgramm, Boal & Hunt, 1998; Miles, 1979; Piore, 1979). For the sake of simplicity, and continuity, it was determined that Strauss and Corbin's (1990) three-stage process, identified in step three of this chapter, would be used. By following these three steps, the researcher was able to identify "recurring themes, around which the intellectual curiosity would begin to converge in an attempt to make some holistic order out of the apparent chaotic disorder" (Strauss & Corbin, 1990, p.69).

Resulting from this last step was a description of three organizational strategies. Each case record was chosen because of its relative importance and prolonged involvement throughout the organization's history. Listing every strategy, including those that were deliberate, emergent and unrealized, partitioning them into categories, and then comparing the absolute number of each over the organization's 30-year history determined which three would be studied.

The second and third analytical steps were identifying the influencing factors of the situational context upon the three dominant strategies. Trying to decipher the correlation between leadership, situational context, and strategy formation was difficult, as there was an infinite number of independent variables. With the hopes of somehow simplifying this process, the guidelines specified by Singleton, Straits, Straits, and McAllister (1988) were adopted. These authors suggested that there were two main kinds of evidence to establish causality: association and direction of influence (Singleton, et. al, 1988). The first criterion for association was that a change in one caused a change in the other. Singleton et al.'s (1988) second criterion for association revolved around the concept of direction of influence where for association to be defined, a cause needed to proceed the effect or at least the direction of influence.

The association of leadership to organizational strategy was accomplished by assessing each strategy and inferring leadership behaviours as identified by Kouzes and Posner (1994) that influenced the strategy formation process. The association of situational context and organizational strategy was then accomplished using a similar process of listing the strategies and inferring the associated general and task environmental factors. In both cases, the inferences of these factors were based on the written histories presented in appendix G and the criteria for association as described by Singleton et al. (1988).

e) Limitations and Delimitation

Patton (1990) suggested that interview-based, case-studies had a number of limitations, including the reactions of participants to the evaluator and the predisposition's and biases of the evaluator. This chapter concludes with a recognition of these limitations as well as the delimitations imposed by the researcher upon the methodology and analysis of data.

Participant Reactions

The first set of limitations reflected a number of concerns pertaining to the reaction of participants being studied. Primarily, this limitation recognized that content validity from the interviews was difficult to assess. Data obtained from interviews was influenced by reactive measurement error as the respondent's knowledge that he/she was part of a research process caused him/her to answer questions according to a role that he/she deemed appropriate. The most common techniques used to overcome this problem was guaranteeing anonymity and putting the respondent at ease. This study utilized a small number of persons and thus complete anonymity was difficult to achieve. What was decided, however, was to give interviewees the final decision if quotes could be used.

Who was interviewed was another source of bias. By interviewing only Presidents and Executive Directors, the researcher purposefully eliminated a number of other perspectives. This limited selection did not attempt to minimize the contributions made by other volunteers and employees, but was instead designed to narrow the scope of inquiry and make the interview process more manageable, both from a time and financial perspective. The decision to concentrate on assessing only top management was also based on research pertaining to strategic change, which suggested that the decision to initiate change was the responsibility of the top manager (e.g. Brass, 1984; Child, 1972; French, 1956; Finklestein, 1992; Hambrick, 1994; Mabrick & Mason, 1984).

However, the tendency to overestimate the influence of top executives was also recognized. Mintzberg (1978) suggested that whatever the intent of top management, a firm's actual strategy may have been an emergent process from a combination of accident and the entrenched slow-changing routines of the organization's middle structure. It was easy, according to Mintzberg (1978) to exaggerate the significance of top management and ignore the less advertised influence of middle management, historical inertia, or other external situational factors.

Another major limitation to participant reactions was the time constraints and effort required by the interviewees. The respondents in this study led busy lives, and even the most willing had a limited amount of time for interviews. Thus, the researcher incurred the expense and time to travel to the interviewee's home, or place of work while also being aware of using the minimum amount of time necessary for the interview to take place.

The fourth limitation pertaining to the participants' reactions was based on the researcher's position as a former CWSA employee and as a graduate student studying adapted physical activity at the Rick Hansen Centre, University of Alberta. The realm of disability sport in Canada is relatively small, and thus the researcher already knew the vast majority of potential interviewees through a variety of social and professional relationships. McCracken (1988) suggested that a researcher in this position needed to strike a balance between formality and informality. Formality achieved by the appropriate attire, demeanor and speech, cast the investigator into the rôle of scientist or someone asking very personal questions out of professional curiosity. A high level of formality was hoped to reassure the respondent that the investigator could be trusted. Some interviewees may have still been hesitant to speak freely, however, because the interview was being taped or other undisclosed reasons. This was exemplified by the comments of one interviewee "...because it's being taped, I'll leave it at that." After the offer to turn the tape recorder off was made, the interviewee still seemed hesitant to comment on particular issues. A certain balance of informality was also useful as it reassured the respondent that the investigator was not a distant outsider who was unacquainted with, or indifferent, to the realm of wheelchair sport or their contributions to its growth (McCracken, 1988).

The fifth limitation to this study was the participants' limited memories. This was a particular concern for those whose tenures occurred in the late 1960s or early 1970s when written records were less concise and harder to access. Boer (1994) clarified the concerns associated with this limitation by noting that there were two specific kinds of memory limitations within a qualitative case-study. The first was when respondents were unable to recall information based on how long ago the event occurred, how significant the event had been when it occurred, or how relevant the event had been to the respondent's current life. The second set of difficulties was the result of memory distortion, as different respondents may not have had uniform or objective recall of the same events. Respondents' memories may have been distorted, either in the process of organizing one's past and making it consistent, or in an unconscious effort to maintain a positive self-image. Misinterpretations were therefore expected, especially as the more removed the information and events were from the primary source (Van Dalen, 1979). The issue of trusting others to describe historical events was also described in the non-fictional novel *The Lion Next Door*. Author Merilyn Simonds noted that memory was specific to perspective and that no two perspectives were ever exactly the same. She further suggested that there could never be a definitive version of the past as "all life, once lived, was fiction" (Simonds, 1999, p.iv).

Evaluator Bias

A second primary limitation to this study was based on the predisposition and bias of the researcher. The researcher's former position as an employee and current status as a volunteer provided an abundance of opportunities for prejudiced perspectives. The risk, therefore, was that more might be learned about the investigator than about the complex scene being investigated.

Delimitations within this study included the researcher's decision to utilize Leavy and Wilson's (1994) theoretical framework as the template for assessing strategy formation. What may have happened was a complete oversight of other variables that influenced strategy formation.

Research Bias

A third limiting factor was an inability to extrapolate generalizations from associated fields of study. There was a large amount of literature on the topic of organizational strategy, but as Thibault, Slack and Hinings (1993) suggested, the vast majority of it focused on organizations whose primary goal was to make a profit (e.g. Ansoff, 1965; Chandler, 1962; Miles & Snow, 1978; Porter, 1980, 1985). It also appeared that the majority of articles referring to strategy or leadership were based on American organizations (Alvesson, 1996; Whittington, 1993). The American business culture, while similar to Canada's, may have enough differences to warrant comparisons as inappropriate. Leavy and Wilson's (1994) model was also based on four Irish organizations and thus comparisons of Irish leaders and Ireland's situational context to Canada's or to the American dominated literature may have also been limited.

Leavy (1989) further suggested that the majority of leadership research was a-contextual with a focus on male, American, upper or middle management. Gender specific assumptions of many previous leadership concepts also limited the use of existing theories (Whittington, 1993) as women, relative to men, were rarely cited as exemplars of leadership (Czarniaska-Joerges & Wolff, 1991). "Indeed the whole rhetoric of leadership had been highly sexualized" (Whittington, 1993, p. 49). This bias may have been particularly limiting for this study, as women comprised a large percentage of CWSA Presidents and Executive Directors. Leavy and Wilson (1994) although it was not identified appeared to focus primarily on male leaders within the four Irish organizational case-studies, while Kouzes and Posner's (1994) definition of leadership, was created based on the responses of 4,612 respondents, with only 22% of these being female (Posner & Kouzes, 1988).

CHAPTER IV: RESULTS

Wheelchair sport had its genesis at the Stoke Mandeville rehabilitation hospital in England following World War Two. Rehabilitation hospitals in Canada soon followed England's lead and began to offer sport and recreation as part of their rehabilitation programs. Small wheelchair sport clubs were then created which began to play wheelchair basketball against each other at informal tournaments. These clubs multiplied and began to correspond with each other and discuss the need to form a national organization. The Canadian Wheelchair Sports Association (CWSA) was officially formalized in 1967 in conjunction with the Pan American Games in Winnipeg and the Centennial Games in Montreal. A number of advocates for wheelchair sport had lobbied the Pan American Games Organizing Committee to include a wheelchair event at the games and after being denied, they organized their own separate games. Later that year, a second set of Games was held in Montreal to commemorate Canada's centennial birthday. It was here that the CWSA was officially incorporated with Dr. Robert Jackson named as the first President.

CWSA grew slowly during the late 1960s and early 1970s with limited financial support although they were still able to send teams to numerous international competitions including the Paralympic Games in Tel Aviv, Israel, and Heidelberg, German. In 1976, Toronto hosted the TORONTOLYMPIAD, which was the equivalent of the Olympic Games for persons with physical disability. In 1978 CWSA became a resident within the national sport and recreation administration centre in Ottawa.

In the late 1970s and early 1980s CWSA helped a number of autonomous wheelchair sport specific sections (e.g. wheelchair basketball) develop and pursue inclusion into the able-bodied sport system. In 1984 Rick Hansen competed in the first demonstration wheelchair event at the Olympic Games and later that year began his three-year odyssey of wheeling around the world. Prior to his departure, Hansen was honoured as co-recipient for the Lou Marsh Award as Canada's top male athlete along with Wayne Gretzky from the Edmonton Oilers.

In 1988 Ben Johnson would test positive for a banned substance at the Seoul Olympic Games and the resulting government inquires and task forces would have a dramatic impact on CWSA. The able-bodied sport system as a result of these inquires was actively encouraged to become more equitable in their service delivery and in the 1990s, CWSA capitalized on this organizational culture and more aggressively mandated inclusion into the able-bodied sport system. In the late 1990s, the federal government implemented what they called fast tracked inclusion, and by 2000, only one wheelchair sport remained under CWSA's jurisdiction. CWSA thus changed its role from one of program delivery to advocacy, communication and facilitation.

The complete history of CWSA can be found in appendix G. A dateline is presented in this chapter (table 2) to assist with the identification of events, Executive Directors and Presidents and includes many items listed in Ian Gregson's chronology of events located at: http://amputee-online.com/sporthist/chronology.html. The remainder of this chapter is then divided into two main parts: the first outlines the three dominant strategies that occurred throughout CWSA's history, while the second identifies the leadership, contextual and historical factors that influenced the three organizational strategies identified in table 3.

Table 2: CWSA historical timeline

Year	Event	President	Exec. Director
1945	War veterans return home from World War II	None	None
1946	1st informal wheelchair sport competition at Deer Lodge Military Hospital in Winnipeg. Events included archery, milk bottle pitching, basketball throw, ring toss, croquet, and golf putting		
1948	First Stoke Mandeville Games in Aylesbury, England		
1952	Wheelchair basketball team started in Vancouver by Stan Stronge – known as Dueck Powergliders		
1953	Wheelchair basketball team started in Montreal by Bill Hepburn – known as Wheelchair Wonders Wheelchair Wonders attend Stoke Mandeville Games marking Canada's start in international competition		
1960	1st Summer Paralympic Games held in Rome - no Canadian team		
1961	1st Commonwealth Games for the Physically Disabled held in Perth, Australia – no Canadian team		
1962	1st inter-provincial wheelchair basketball game held in Saskatoon		
1963	2nd Summer Paralympic Games held in Tokyo – Dr. Jackson meets Dr. Guttmann and promises to bring a Canadian team to the next Paralympic Games		
1966	2nd Commonwealth Games for the Physically Disabled in Kingston, Jamaica – Canada sends one athlete		
1967	1st Pan American Wheelchair Games held in Winnipeg Montreal hosts Centennial Wheelchair Games **Formation of CWSA with Dr. Jackson as 1st President**	Robert Jackson	Bev Hallam
1968	1st Canadian National Wheelchair Games held in Edmonton 3rd Summer Paralympic Games in Tel Aviv – Canada sends 22 athletes		
1969	2nd Canadian National Wheelchair Games held in Hamilton 2nd Pan American Wheelchair Games held in Buenos Aries, Argentina – Canada sends 17 athletes		Al Simpson
1970	Regional Wheelchair Games held in Penticton, B.C. and Halifax, Nova Scotia		
1971	3rd Canadian National Wheelchair Games held in Montreal		
1972	4th Summer Paralympic Games held in Heildelburg, Germany 4th Canadian National Wheelchair Games held in Calgary		Gerry Way
1973	5th Canadian National Wheelchair Games held in Vancouver 4th Pan American Wheelchair Games held in Lima, Peru	M.Van Vliet	
1974	6th Canadian National Wheelchair Games held in Winnipeg:		Gary McPherson
1975	1st Canadian Games for the Physically Disabled held in Cambridge, Ontario 5th Summer Paralympic Games held in Toronto	Roger Mondor	

Year	Event	President	Exec..Director.
	Formation of Canadian Amputee Sports Association, Canadian Blind Sports Association, Canadian Association of Disabled Skiers and Canadian Federation of Sport Organizations for the Disabled		
1977	2nd Canadian Games for the Physically Disabled held in Edmonton		
1978	3rd Canadian Games for the Physically Disabled held in St. John's		John Smyth
1979	Wheelchair basketball holds its own national championship separate from the multi-sport competition		
1980	Terry Fox begins his Marathon of Hope 6th Summer Paralympic Games held in Arnhem, the Netherlands		
1981	4th Canadian Games for the Physically Disabled held in Scarborough, Ontario	Sharon Cook	Dean Mellway
1981	5th Pan American Wheelchair Games held in Halifax (amputee athletes allowed to compete) International Year of Disabled Persons		
1982	5th Canadian Games for the Physically Disabled held in Sudbury		
1984	7th Summer Paralympic Games held in New York City (amputee, blind, cerebral palsy) and Stoke Mandeville (Wheelchair)	Gary McPherson	
1984	Separate national championships held for each disability sport organization Rick Hansen begins his Man in Motion Tour 6th Canadian Games for the Physically Disabled held in Sault Ste. Marie, Ontario		
1985	Separate national championships held for each Disability sport organizations		
1986	7th Canadian Games for the Physically Disabled held in Brantford, Ontario		
1987	8th Summer Paralympic Games held in Seoul, Korea Separate national championships held for each Disability sport organizations		
1988	1st Canadian Forresters Games held in Richmond, BC First Access Awareness Week (May 29-June 4)		
1989	Separate national championships held for each disability		Karen O'Neill
1990	2nd Canadian Forresters Games held in Brantford, Ontario		
1991	9th Summer Paralympic Games held in Barcelona, Spain		
1992	Independence '92 held in Vancouver, BC		
1994		Laural Crosby	Janet Gates
1995			Kathy Newman Claire Gillespie
1996	10th Summer Paralympic Games held in Atlanta		Colin Timm
1997		Doug Anderson	Johnson/Cadieux Cathy Cadiuex
1998		Don Royer	

a) Organizational Strategies

The first two steps of the methodology resulted in the creation of CWSA's written history from 1967 until 1997. From this history, the researcher identified the organization's emergent, unrealized and deliberate strategies (Mintzberg & Waters, 1982).

Table 3: CWSA's unrealized, deliberate and emergent strategies: 1967-1997

Year	Unrealized Strategy	Deliberate Strategy	Emergent Strategy
1967		Structure Formalization	
1968		Creation of National Team	
1968			Development of Board Structure
1968			Development of Team Structure
1968		Team Preparation for Paralympic Games	
1968	Fundraising for Paralympic Games		
1969		Host National Games in Hamilton	
1969			Fundraising for Pan American Games
1969		Team Preparations for Pan American Games	
1971		Host National Games in Montreal	
1972		Host National Games in Calgary	
1972			Fundraising for Paralympic Games
1972		Team Preparations for Paralympic Games	
1973		Host National Games in Vancouver	
1973		Team Preparations for Pan American Games	
1974		Host National Games in Winnipeg	
1974	Align CWSA with COA		
1974		Pursue access to National Sport Centre	
1974			Volunteer Recruitment
1977			Pursue autonomy from CFSOD
1978		Achieve residency in National Sport Centre	

Year	Unrealized Strategy	Deliberate Strategy	Emergent Strategy
1978		Fundraising / Sport Fund for the Physically Disabled	
1978		Fundraising / Ada MacKenzie	
1978		Wheeler's Choice newsletter	
1978			Improve sport technical
1979		Organizational Development	
1979	Pursue inclusion into able bodied sport organizations		
1979	Promote grass roots development of wheelchair sports		
1980	Separation from CFSOD		
1980		Funding from sport and not recreation / fitness	
1980	Fundraising		
1980		Sport Section Development	
1980		Elimination of recreation	
1981		Cooperation with CFSOD	
1981		Organizational Structural Changes	
1981		Sport Section Development	
1981			Coaching Development
1981			Junior Sport Development
1982		Inclusion into able bodied sport organizations	
1982		New Wheeler's Choice	
1982		Provincial Development	
1982			Research Committee Development
1982		Sport Section Development	
1982		Junior Sport Development	
1982	Fundraising		
1982		Preparations for Pan American Games	
1983		Provincial planning	
1983		Fundraising	
1983		Paralympic Games preparation	
1983		Sport Section Development	
1983		Junior Sport Development	
1983	Research Committee Development		
1984		Fundraising	
1984		Paralympic Games preparation	
1984		Junior Sport Development	
1984		Sport Section Development	
1984		Communication	
1985			Rick Hansen's World Tour
1985	Fundraising		
1985		Fundraising	
1985		Sport Section Development	
1985		Junior Sport Development	
1985		Classification	
1985		Provisional Development	

Year	Unrealized Strategy	Deliberate Strategy	Emergent Strategy
1986		Fundraising	
1986			Rick Hansen's World Tour
1986		Communication	
1986		Sport Section Development	
1987			Rick Hansen's World Tour
1987			Provincial Development
1987		Fundraising	
1987		Marketing	
1987		Inclusion	
1987		International development	
1987		Volunteer development	
1987			Planning
1987		Sport Specific Development	
1987	Junior Sport Development		
1988		Paralympic Games preparation	
1988			Man in Motion Foundation
1988		Fundraising	
1988		Inclusion	
1988		Sport Section Development	
1988		Volunteer Development	
1988		Communication	
1989		Strategic Planning	
1989		Communication	
1989		Provincial Development	
1989		Inclusion	
1989		Sport Section Development	
1989		Man in Motion Foundation	
1989		Fundraising	
1989		Junior Sports	
1990		Fundraising	
1990		Office re-organization	
1990		Inclusion	
1990		Strategic Planning	
1990		Volunteer Recruitment	
1990		Sport Section Development	
1991		Strategic Planning	
1991		Fundraising	
1991		Paralympic Games preparation	
1992		Strategic Planning	
1992		Sport Section Development	
1992		Inclusion	
1992		Fundraising	
1992		Paralympic Games preparation	
1993		Strategic Planning	
1993		Organizational Re-structuring	
1993		Inclusion	
1993		Sport Section Development	
1993		Communication	
1993			Government Relations
1993		Man in Motion Foundation	
1993		Fundraising	
1993		Sport Section Development	

Year	Unrealized Strategy	Deliberate Strategy	Emergent Strategy
1993		Inclusion	
1994		Communication	
1994		Inclusion	
1994		Sport Section Development	
1994		Fundraising	
1994		Government Relations	
1994		Provincial Development	
1995		Communication	
1995		Organizational Re-structuring	
1995		Partnerships	
1995		Marketing	
1995		Fundraising	
1995		Sport Section Development	
1996			Inclusion
1996		Inclusion	
1996		Fundraising	
1996		Marketing	
1996		Organizational Re-structuring	
1997		Organizational Re-structuring	
1997		Fundraising	
1997		Inclusion	

From the 137 strategies identified over CWSA's 30-year history, three dominant categories emerged. Governance was the first which included strategies pertaining to strategic planning, organizational restructuring, volunteer recruitment, communications, provincial association relations, international affairs, and sport section development. Governance thus represented 56 of the 137 strategies. Fundraising was the second most prominent group with 53 total strategies. Included within this general heading were the negotiations with the Man in Motion Legacy Foundation, government core-funding, telemarketing, sponsorship, marketing and foundation relations. Inclusion, which was the third dominant group represented 20 strategies and focused primarily on negotiations with the able-bodied sport system. Two other strategic areas that were not included in the review of dominant strategies were hosting games, team preparations, and technical development. Hosting games and team preparations represented 17 total strategies while sport technical development included 14 total strategies. Based on these scores, the need for adequate information, and simplicity, it was determined that the top three strategies, inclusion, fundraising and governance would be identified as CWSA's dominant strategies.

The decision to focus on inclusion and not the hosting of major games was also based on access to information. The hosting of national games was a dominant strategy during the early stages of CWSA's development but written information during this era was sparse. This strategy was not pursued after 1976 because the national games were changed to a multi-disability format. Inclusion, meanwhile, was similar to the hosting of major games in that it was not dominant throughout the 30 years studied but the difference was that its dominance was in the 1980s and 1990s, when access to information was far superior. It could also be argued that inclusion was still a dominant strategy in the 1960s and 1970s even through it was not identified in the few written documents that were available.

Inclusion

One of the main strategies of CWSA over its thirty-year history was the inclusion of wheelchair athletes into the able-bodied sport system. What the term inclusion meant to CWSA was equal treatment and equitable opportunities and responsibilities for wheelchair athletes when compared to the able-bodied majority. One respondent noted that inclusion was always the organization's over-riding goal.

> I can tell you without a doubt that since the beginning of time, we have been pushing for inclusion. It was always the overriding factor. We always knew that we had to do some developmental work in the provinces in order to get there but that was always the goal. Create as normal a competitive activity as we could and align ourselves with the able-bodied sports groups and that, from square one, was the goal.

Inclusion as an organizational strategy may have emerged from the larger disability rights and independent living movements. This movement advocated for the civil rights and self-determination of persons with a disability since the 1970s (Blackford, Fougeyrollas & Mahon, 1999). One respondent who lobbied for the 1967 Pan American wheelchair games reflected on the attitudes that prevailed at that time.

> The long-term agenda was to provide personal growth, physical fitness, and acceptance into your family, society, and your communities, and so this was part of a whole movement. When I used to pick up some wheelchair athletes to train for our team I used to pick them up in shacks. I mean they were literally living in lean-tos. They were without jobs, transportation, and acceptance without family love and care. And so it became so clear to me that there was an opportunity to move forward in the social political societal agenda. What you had in common is everyone committed to the fact that persons with a disability were not recognized by society. Wheelchair athletes were not recognized in official sport organizations.

Thirty years later, this vision of sport and recreation acting as a mechanism to bring persons with a disability into the mainstream of society was still prevalent. One respondent compared the era of CWSA's birth and its purpose for providing competitive opportunities to the late 1990s.

> What is the purpose? To retain the spirit of human accomplishment or to focus on a few accomplished athletes? I think that we're going through a revolution where people with a disability are pushed back away out of the mainstream. As transportation standards are only voluntary and not enforceable. VIA rail has just introduced a new coach with an upper birth, brand new, and now other policies are being ignored because we can't afford them. So I think that the disabled people will be given less and less supports to live. There will be backlash and there will be anger and there will again be a need to have sports, arts, etc. to show that people with a disability are worthy.

> Whenever you have a part of society that is either a racial issue or an economic burden of some sort you're going to have these schisms.

The belief that amateur sport could provide the vehicle to support and enhance the integration of persons with a disability into all facets of society was not new. Sir Ludwig Guttmann following World War Two introduced sport into his rehabilitation programs at the Stoke Mandeville Hospital in England. Guttmann incorporated this novel approach because he believed it would accelerate the war veteran's re-integration back into society. In 1967, it was this same goal of social equality that encouraged Al Simpson to demand opportunity for persons with a disability to participate in the Winnipeg Pan American Games.

The strategy of inclusion, while underlying many of CWSA's strategies, was not referred to in association minutes and written documents during CWSA's earliest years. From 1967 until 1978, it appeared that CWSA focused more on organizational development and this may have been the result of the federal government's desire to maintain separation between the two sporting realms.

In 1978, the Canadian federal government demonstrated this preference when they failed to include wheelchair demonstration events or organize separate wheelchair games in conjunction with the Edmonton Commonwealth Games, even though a similar set of games were held during the two previous international Commonwealth competitions. The Canadian government was instead more supportive of the multi-disability format as evidenced by the creation of the Canadian Federation of Sport for the Disabled Organizations (CFSOD) in 1976.

It was at this time, however, that inclusive strategies became prominent within CWSA. Some viewed the government-mandated, multi-disability format as focusing too much on the disability and not enough on the sport. This may have limited the chances for inclusion of wheelchair athletes into the able-bodied sport system. One respondent was very much against the idea of partnering with the other disability sport groups, as he saw CWSA's "raison d'etre" as a continual push towards inclusion within the able-bodied sport system. This respondent also suggested that CWSA didn't really "push the inclusion envelope," although in his/her opinion the association was "handcuffed" by the government's position.

> Well I think that we didn't do enough work in getting closer to the able-bodied. So by this we became weak. So the government in order to get rid of the problem said lets put them together so this way it would be easier to control. If something failed maybe it was because we were naïve. The thing is that we didn't have much meat and so we were concentrating on trying to develop, and don't forget when we say provinces there was British Columbia, Alberta, Ontario, Québec, Manitoba for a while, that were strong. After that; not much.

The United Nations declared 1981 as the international year of the disabled and one respondent suggested that Canadian government bureaucrats suddenly became eager to recognize the abilities of persons with a disability. Nevertheless, while programs were implemented the government bureaucrats still viewed wheelchair sport as a recreational activity and as a tool for rehabilitation and not something to be included with the elite of Canadian able-bodied sport. Fundraising responsibilities which when coupled with the government's preference for segregation, thus nullified the focus on inclusion during this time.

By 1985, the federal government became more accepting of inclusion, viewing it as a significant step towards equal human rights. The CWSA President's leadership, coupled with the talents provided by the Executive Director, and the new government philosophy, allowed CWSA to more aggressively pursue the vision of full inclusion into the able-bodied sport system. From 1984 until 1992, inclusive strategies were tempered, however, because of the CWSA's desire to increase its influence in international issues and stabilize finances.

One of the most significant inclusive opportunities in the early 1980s occurred at the 1984 Summer Olympic Games in Los Angeles. Three wheelchair athletes from Canada were asked to compete in a demonstration track event: Rick Hansen from British Columbia, Mel Fitzgerald from Newfoundland and Andre Viger from Québec. While the 1984 Olympic Games demonstration event was viewed as a tremendous success, the question as to whether inclusion fulfilled its mandate was still debatable.

> When I left I'm not sure that we were much further ahead than we were in 1975. I'm not sure that the acceptance of a parallel sporting system for the disabled had really caught on. And that's where we were trying to go. We wanted parity with our able-bodied counterparts and that had always been the theory. It didn't happen. They gave us lip service.

Between 1984 and 1986, several other inclusive opportunities were pursued, each one having limited success. In 1987, the public's perception of wheelchair sport would change when Rick Hansen began his Man in Motion world tour. Hansen's odyssey increased CWSA's marketability and encouraged the able-bodied sport groups to view wheelchair sport in a more lucrative light.

In 1988, CWSA's vision for inclusion was assisted, ironically, by the unfortunate actions of Ben Johnson, who tested positive for performance enhancing drugs at the Seoul Summer Olympic Games. The Canadian government, subsequent to Johnson's embarrassment, conducted or supported a number of task forces and reviews of the

Canadian sport system. Two key studies included the *Dubin Report* and *Toward 2000*. A conclusion from both was the need for Canadian sport to become more inclusive of minority groups including athletes with a disability. One respondent suggested that able-bodied sport organizations were eager to placate an angry federal government in order to secure continued funding, and so they approached CWSA looking for inclusive opportunities. Other sport related partnerships with CWSA also emerged as a result of this situation including the Canadian Sport Medicine Council and the National Coaching Certification Program (NCCP).

CWSA attempted to capitalize on this favourable environment by hosting its first inclusion symposium. This meeting held in Ottawa resulted in the development of several concrete goals and objectives, which would eventually form the backbone of CWSA's strategic plan in the early 1990s. CWSA then published and circulated a number of position- papers generically titled *Sport Equity: Opportunities for All*. In 1992, the staff of CWSA and its provincial partners followed up on the success of these goals through a planning session which focused primarily on inclusion. Resulting from these meetings was a ten-phase process with a five-year timeline.

During the 1990s, wheelchair sports enjoyed a great deal of success with inclusion at international events. The Goodwill Games in Seattle, Washington, Commonwealth Games in Auckland, New Zealand, and Jeux de Francophonie in Paris, France all incorporated wheelchair events into their programs. In 1994, the Victoria Commonwealth Games in British Columbia became a landmark event, as it was the first major international sporting event to provide full medal status inclusion to athletes with a disability. This new form of inclusion meant that wheelchair athletes received the same medals, housing, uniforms, and responsibilities as their able-bodied teammates. Full medal status inclusion was also provided at the 1994 Canada Summer Games in Kamloops, British Columbia and the 1994 Canada Winter Games in Grande Prairie, Alberta (Legg & Steadward, 1997).

While inclusion was being actively pursued at the national level, CWSA's international governing body, the International Stoke Mandeville Wheelchair Sports Federation (ISMWSF), hindered it. One respondent noted their concern with this relationship.

> At the international level, they didn't want to become part of the Olympics, they wanted to stay separate and that's where our athletes, particularly our track athletes were having so much difficulty. Because they go to the ISMWSF championships and clean up and say look, we don't need to go there; that's just a developmental program and the ISMWSF is turning around and saying no it isn't, it's elite. The athlete replies that it isn't elite and that they want to go to the world championships.

As the concept of inclusion continued to mature, it became a contentious issue for CWSA on two fronts. The first was based on the concept of reverse integration, where persons who were able-bodied were encouraged and allowed to participate in wheelchair basketball. Several athletes with a disability, while supportive of inclusion into the able-bodied sport system, were concerned that actually competing head to head with able-bodied athletes would be detrimental to the entire wheelchair sport movement. Others saw this process as a natural evolution of the sport and a mechanism for encouraging people to see the wheelchair as a sport implement and not as an assistive device. Eventually Canada would become the only country in the world to allow able-bodied persons to compete against those with a disability in official competitions (Legg & Steadward, 1997).

The second issue that pertained to inclusion was the acceptance of athletes with an intellectual disability into the Paralympic movement. Many athletes using a wheelchair felt that association with athletes who had an intellectual disability would encourage the public to group them together as one homogenous group. Another opinion came from the able-bodied administrators, who welcomed the request for inclusion from persons with an intellectual disability into the Paralympic program. To them, it seemed hypocritical to pursue inclusion of wheelchair athletes into the able-bodied sport world and reject the other. This issue nearly resulted in a boycott of wheelchair athletes from attending the 1992 Summer Paralympic Games in Barcelona (Legg & Steadward, 1997).

In 1992, with the hope of encouraging and facilitating the process of inclusion into the able-bodied sport system, CWSA created and implemented the sport development inventory (SDI). This inventory, completed by each of their sport sections was used for funding purposes and to identify what smaller sports still required development before they could formally pursue inclusion into the able-bodied sport system.

With this inventory in place, some sports began to sign memorandums of understanding (MOU) with able-bodied sport organizations detailing the inclusion process. These MOUs detailed the transference of administrative responsibilities from CWSA to the able-bodied sport organization for athletes with a disability. Swimming was the first sport to officially sign one of these MOUs between Swim / Natation Canada and CWSA. A number of smaller wheelchair sports also signed MOUs with the appropriate able-bodied sport organization including archery, shooting and racquetball. In 1997, wheelchair track and field (athletics) signed their MOU with the Canadian Track and

Field Association (now Athletics Canada). The MOU with wheelchair tennis, meanwhile, was not signed until 1999. By the end of 1999, all sports with the exception of wheelchair rugby were included within the able-bodied sport system.

This process of having MOUs signed was a difficult process as continued government cutbacks, announced after the *Core Sport Report* (Best, 1994) meant that able-bodied sport organizations were often short staffed and inwardly focused on their own survival. To many in the able-bodied sport system wheelchair sport had few if any immediate or obvious financial rewards. One of the respondents for this study noted:

> Working with able-bodied sport organizations was difficult. The first part of planning was too nice, and then trying to get the memorandums of understanding was harder. Actually trying to put actions down on paper was tough; if the money wasn't there from the government then it wouldn't even get on the agenda.

A second factor that hindered the inclusion of athletes with a disability into the able-bodied sport system during the 1990s was poor communication between national and provincial associations. Typically, the national governing bodies agreed on policies and guidelines, but the provincial affiliates were not well informed of these negotiations. As a result, they were uncommitted and unprepared to administer the inclusive programs and services at the local level once the MOUs were signed.

Inclusion based strategies were dramatically altered in 1996 when Sport Canada implemented what they termed fast tracked inclusion. The federal government decided that all funding for disability sport organizations would cease, and that it would only fund one national sport system. This announcement, while representing one of CWSA's long standing goals, met with considerable resistance by CWSA board members, other leaders within disability sport, and able-bodied sport organizations. What seemed to concern

CWSA was the possibility that the able-bodied sport system would not fulfill their responsibilities to provide a full range of services for athletes with a disability, nor would they have the expertise to do so. A coalition of disability sport leaders proposed several alternatives, including the creation of a disability sport secretariat, all of which were denied.

In response to the government-imposed mandate and financial realities associated with it, CWSA, in 1997, downsized its staff to one person and its board to three members. With the majority of CWSA sports included into the able-bodied system, an interviewee summarized CWSA's new role as advocate and watchdog:

> I think that there's always going to be a place for CWSA for the advocacy role and for representation internationally and things like that but we want to integrate into the able-bodied sport system and that's always been the goal for us.

CWSA thus began a new strategic era to insure the continuation of services and programs for their athletes included into the able-bodied sport structure.

Governance

The second dominant strategy that emerged from CWSA's written history was governance. The term governance represents the development and growth of ten different sports and also included strategic planning, organizational restructuring, volunteer recruitment, communications, provincial association relations, and international affairs. One respondent suggested that this role began because the Canadian Paraplegic Association (CPA) was unable to allocate the necessary time and resources needed to develop a high performance sport system. A small group of volunteers thus created their own organization, which was incorporated in 1967 under the title CWSA. At it's first annual general meeting in Montreal, a respondent reflected on the influence of Dr. Guttmann and the CPA on CWSA's genesis:

> I was a student that summer working (for CPA) on the annual public relations thing. The board had approved my decision to pursue a set of wheelchair games in conjunction with the Pan American Games. But they weren't about to get into wheelchair sports. They knew about Guttmann as he had come over a few times promoting the cause, but the guys in CPA were too busy trying to raise money to build hospitals.

The CPA, nevertheless, played a significant role in CWSA's development as they provided many of the volunteers, who were persons with a disability who gathered to help create the association in 1967 in Winnipeg and Montreal. One interviewee noted that "if CPA had some names to suggest they did so, but CPA recognized the need to have a separate organization. As time went on the athletes took more control." Human rights dominated the early agendas of CWSA with issues pertaining to accessibility and tolerance.

In the early 1970s, the governance policies of CWSA moved away from a social directive to elite sport. In 1978, the association shifted from what was referred to as the kitchen table into the boardroom (Kikulis, Slack, & Hinings, 1992) and this occurred as CWSA hired their first full-time staff person and took up residence in the National Sport and Recreation Centre in Ottawa. This was not a welcome change by all of CWSA's founders who fought against the idea of professional staff and elite sport. In the opinion of one respondent, this change "took away from the personal growth opportunities of those who couldn't be athletes."

During the 1960s and 1970s, the board dealt with a number of governance issues, which seemed to become more complicated as the organization grew. Some of the earliest examples of these included athlete selection for the 1970 Tel Aviv Summer Paralympic Games and the method for selecting CWSA board members. One interviewee recalled that the first debate centered upon representation on the board.

> What if you were to elect the national board by representation through population? It was agreed to allow two for every province because we knew that Ontario could dominate the whole thing being such a large province.

Other disagreements regarding governance resulted from staunch philosophical differences. During CWSA's formative years, two philosophies, which were somewhat complementary but also in direct competition, heavily influenced the association. Many CWSA volunteers looked upon wheelchair sport as a means to integrate persons with a disability into society and this meant that there was a requirement for equity and a focus on recreational sport and mass participation. Another group within the association wanted CWSA to move more towards an elite sport focus as these supporters understood the benefit of recreation but felt that CWSA's role needed to be more singular. One interviewee reflected this sentiment as it pertained to the continuation of recreation programs.

> We wanted to bury it. That was one of my priorities, to once and for all bury that recreation stuff. That's great at the local level and that's a super way to get people started and then involved initially but it's not a national sport. I don't care how you frame it, phrase it, use it, organize it, it's not a national sport. And that's what we had to confine ourselves to. How could we possibly convince the world, the Canadian public, that we were athletes when we were still playing checkers and chess.

CWSA would ultimately choose an elite sport focus and allocate the responsibility of mass participation, recreation, and junior development to the provincial organizations and clubs.

Governance strategies changed for CWSA in 1976 when Toronto hosted the Paralympic Games. This was the first time that the Paralympic Games included athletes other than those with spinal cord injuries. These new athletes included those with visual impairments and other mobility related disabilities such as amputations. One respondent reflected on this change and how it would influence CWSA:

> Unfortunately, we were forced to accept the amputee and the blind into what was called the TORONTOYMPIAD. So the whole thing totally changed because then some of the big brains in the Canadian government and even those in wheelchair sports stopped us from growing up in order for the other two to catch up.

This new group of athletes ushered in an unforeseen movement towards the delivery of sport programs for athletes with a disability by promoting a multi-disability format and segregation from the able-bodied sport system.

Disagreements between the TORONTOYMPIAD Organizing Committee and the federal government resulted in a large sum of money, originally committed to the games by the federal government, being re-directed to create an umbrella organization for Canadian disability sport known as the Canadian Federation of Sport Organizations for the Disabled (CFSOD). The disagreement resulting in the loss of funding was based on the Toronto organizing committee's decision to allow the South Africa Paralympic team to participate in the games. The Toronto organizing committee felt that the South African team was racially mixed and therefore did not deserve to be banned by the anti-apartheid policies. The federal government, meanwhile, had to follow its written policies, which did not allow them to support Canadian participation against any South African sporting body. The public's outrage at this decision eventually forced the government to re-allocate the funds.

Following the Toronto games and as a direct result of their athletes' participation, a number of disability sport groups were officially formed; the Canadian Amputee Sports Association (CASA) and the Canadian Blind Sports Association (CBSA). Several years later, the Canadian Cerebral Palsy Sport and Recreation Association (CCPSRA) was also created. The establishment of these groups meant that CWSA was no longer the only national physical disability sport organization in Canada and they had to suddenly compete for what they felt was their fair "piece of the government funding pie."

After CFSOD's creation, one interviewee expressed concern on how this might effect the inclusion of wheelchair athletes into the able-bodied sport system.

> Sport Canada had a mandate to force us (all disability sport organizations) to become one body. It was not official at first but then it became the CSOD. I said never, never, never, never! My battle was to be closer to the able-bodied sports. So my thinking was that if we ever joined with the other disabled sport organizations then I would be doing a disservice (to the wheelchair athletes) making it even tougher. Able-bodied sport was scared away (from inclusion) because of so many sports groups and numerous classifications.

After the creation of these other disability sport organizations, CWSA became a resident sport within the National Sport and Recreation Administrative Centre in Ottawa. They meant that CWSA had some of the same privileges and responsibilities as their able-bodied sport partners. Residency was also achieved in one interviewee's perspective because of support from the first Federal Minister of Sport, Iona Campagnolo.

With residency and government support, CWSA became more focused with its governance responsibilities. This included a new priority on sport specific development and inclusion into the able-bodied sport system. Recreation was completely dropped from CWSA's agenda, as was junior sport development several years later. To assist in the governance of sport section development, the board created an athletic advisory board.

CWSA also actively encouraged athletes to commit to one sport. One respondent noted that these processes were positive for CWSA as "sport specific committees and decision-making, especially on sport technical matters within each sport as opposed to decisions being made on behalf of each sport by the provincial branch was a welcomed change." Four-year quadrennial plans were also encouraged within the sections and eventually, many became self-sufficient hosting their own strategic planning sessions and national competitions.

After Campagnolo's departure, CWSA's ability to govern their sports and the inclusion process was hindered by inconsistent federal government support. Federal Ministers were rotated on an almost annual basis and new Ministers brought new ideas and new visions. CWSA constantly had to re-position itself, depending upon the funding requirements of the federal ministry and this "merry-go-round" continued until 1984, when Otto Jelinek was named as the Minister of Sport, a position he would hold for six years.

As CWSA grew, its board and executive attempted to monitor its relationship with its provincial partners. Board members were encouraged to travel to the various provinces and attend board meetings or events with the hopes of increasing their understanding of provincial member needs. CWSA's annual general meeting (AGM) was also located wherever board members felt it would be most beneficial and in association with the AGM they hosted provincial planning and development workshops.

In the late 1980s, Rick Hansen initiated his Man in Motion world tour, an event, which ultimately raised millions of dollars for spinal-cord research, wheelchair sport, and disability awareness. Hansen agreed to allocate a certain percentage of the Foundation as income to CWSA and its provincial partners. The subsequent allocation of these funds allowed many provincial offices to hire their first Executive Director. These funds also allowed CWSA to expand their own staff, with Reg McClellan being hired to oversee the development of wheelchair basketball and Charles Drouin as technical director for the other wheelchair sports. This expansion of professional staff was coupled with an increase in organizational governance.

In the early 1990s, CWSA's governance strategy was changed with the hiring of Karen O'Neill. O'Neill's primary responsibility as the newly named Director General was to help create a comprehensive strategic plan. The realities that O'Neill acknowledged within this plan included a changing international environment and a continued move towards sport specific development.

In the 1990s, sport-specific development continued to have a dramatic influence on CWSA's ability to govern. Sports such as athletics and basketball benefited from professional staffs who were emotionally and officially attached to each sport. Members of the board also appeared to have favourite sports that brought into question their objectiveness when it came to generic CWSA issues.

In 1992, O'Neill finally completed CWSA's strategic plan. The process in developing this proposal incorporated various meetings, surveys, and focus groups from numerous stakeholders. Once completed, the staff and executive members were anxious to begin writing the action plan. With the hopes of facilitating this step, CWSA brought together a number of delegates and hosted a session called *Destination 2000*. The resulting strategic plan revealed five priority areas including sport development, human resource development, communication, revenue generation, and administration. By 1993, however, there was such a massive turnover in professional staff and changes to the external environment that it was virtually impossible to implement the stratagem. A subsequent meeting was held with the hope of refocusing the membership on a more realistic mission, vision, and values.

As CWSA was about to begin its action plan, Karen O'Neill, the Director General resigned and Gary McPherson, the President since 1984, retired. These changes signaled the beginning of a rapid succession of professional staff turnovers. In one fourteen month period, there were ten different professional staff members who filled five positions and this turnover included three different Executive Directors. This massive and rapid change significantly hindered CWSA's ability to govern, especially as it pertained to its provincial affiliates. This began what seemed to be in one respondent's view a continual refocus on the organization's strategic direction without any significant actions taking place:

> I would say that one of our problems was the inability to make decisions. We seemed to run into so many roadblocks with regards to issues that should have been relatively straightforward. We shouldn't necessarily have the best answer but it was critical that a decision be made. If there's one thing that I've learned it's that it doesn't necessarily have to be the right decision at that particular time but it's maybe more important to act and then continue to evolve and be prepared to change your direction to the compass but the action is very critical. At that time I think that was one of the problems with governance.

The governance of the specific sport sections was also affected by this rapid staff changeover and once again, the stronger more established sports continued to grow, while the smaller ones searched for guidance. The larger sports, because they already had an intact infrastructure and dedicated staff and volunteers, were able to progress while the smaller sports wrestled with relatively smaller issues such as volunteer recruitment.

On November 14th 1996, the governance of sport sections was dramatically changed when wheelchair basketball created its own distinct association. The Canadian Wheelchair Basketball Association (CWBA) formally separated from CWSA and this action provided the precedent for others to follow. What made this separation difficult was that the federal government refused to recognize the distinction. Thus, the government continued to fund CWBA under the auspices of CWSA. Ultimately the split between CWBA and CWSA was formalized and the two associations tried to interact independently, while respecting the need for mutual support.

In 1996, the federal government decided to implement what they called fast tracked inclusion which also significantly influenced CWSA's ability to govern. The government's decision to formalize fast tracked inclusion was based on results from a detailed evaluation of the sport community, which suggested to the government that the current sport system was not serving the needs of athletes with a disability. In the estimate of the government, it was necessary to move athletes with a disability into the able-bodied system. In one respondent's view, this decision hindered CWSA's ability to govern its provincial affiliates and sports, as significant decision-making abilities were lost.

> Remember that at the provincial level they were still working with all of the sports. Even swimming, as an example, although it had moved from Swim Canada. At the same time when all that's going on, Sport Canada put out this infamous document to decide who's in and who's out of the forest. As a result of that, racquetball got dinged heavily and shooting lost a lot of its funding and archery sort of maintained. Having said all this it was just as though you were getting going and then all of a sudden another hiccup. And so the result of that is that you're trying to maintain a national office and maintain a national program and at the same time you're trying to create better relations with the provinces.

Soon after the announcement of fast tracked inclusion, CWSA's Director General resigned and a volunteer board member responsible for human resources agreed to provide guidance to the remaining staff regarding to the day-to-day operations. The three remaining staff members were then told that their contracts would not be guaranteed beyond May 1st 1997. Eventually, Eagle Enterprises, comprising of Sandy Johnson and Cathy Cadieux, undertook the general management of the association while the former staff moved to other avocations.

In May 1997, Colin Timm, CWSA's sport technical director, accepted a position with Athletics Canada to oversee their new program for athletes with a disability. To CWSA this move represented both a loss of manpower and revenue as Sport Canada forced CWSA to forward $100,000 of its funding to Athletics Canada to cover costs associated with the transference of programs and services. This shortfall of funding was the third major financial setback to be absorbed by CWSA that year as the Man in Motion Foundation (MIMF) grants and telemarketing revenues also had been significantly reduced.

Changes to government funding policies also influenced CWSA's ability to govern. In 1997 the federal government decided to transfer funding away from administration to the athlete. This change undermined CWSA's ability to govern the various sports that remained under its responsibility as funding for professional staff was limited and volunteers were preoccupied with fundraising efforts in order to maintain an office presence.

CWSA's executive and provincial representatives met in Vancouver that spring for their annual general meeting in order to make some crucial decisions regarding the future of the organization. This meeting was sponsored by the Rick Hansen Institute, which was also hosting its 10th year anniversary celebrations of Hansen's Man in Motion world tour. At this meeting, it was suggested that while the financial situation was grim, there was still a need to maintain an office presence. With that decision, CWSA elected to retain one staff member. A few months later the President resigned and the board was reduced to three members.

In 1997, members of the CWSA executive and board circulated the paper *A New Role for CWSA* which identified four key priority areas: advocacy, international representation, promoting developmental opportunities, sport administration and governance. The lone sport, which CWSA remained responsible for was wheelchair rugby with discussions with the Rugby Union of Canada continuing.

Fundraising

The third and final dominant strategy that emerged from CWSA's history was fundraising. For the purposes of this paper, fundraising included activities pertaining to negotiations with the Man in Motion Foundation, government core-funding, telemarketing, sponsorship, marketing, and foundations.

CWSA, in many respects, had its genesis linked to fundraising as the creation of wheelchair sport clubs was a marketing and fundraising ploy by the Canadian Paraplegic Association (CPA) to improve its public image. The CPA recognized the value of linking the emotion and popularity of sport to the values and objectives of rehabilitating persons with spinal cord injuries. A respondent suggested that eventually, the CPA came to understand that they were neither qualified, nor had the resources to adequately support these sporting initiatives and thus they suggested that others take control of this responsibility and form a separate association. Ultimately this decision resulted in the official creation of CWSA.

During the association's first few years, the focus for fundraising was to cover travel expenses for national teams attending Paralympic Games and other international competitions. In 1968 the Paralympic games were held in Israel, while in 1972 the games were hosted in Germany. In 1972, CWSA's national team was sponsored, in part, by a fundraising campaign founded upon a rumour. Apparently, someone suggested that the Heidelberg Brewery in Canada would, in recognition of the games being held in their namesake, (Heidelberg, Germany) reimburse the Canadian Paralympic team for every Heidelberg beer cap collected. This rumour started a grass-roots campaign that resulted in the collection of thousands of beer caps. Eventually the brewery was approached and according to one interviewee, although they never made the original offer, they decided to honour the request and sponsor the team.

In 1973, CWSA's fundraising program was dramatically altered as Eugene Riemer, a wheelchair track athlete, was named Canada's outstanding athlete. The second major event to influence CWSA's fundraising strategies was the 1976 Paralympic Games in Toronto (TORONTOLYMPIAD). Both of these events were influential in allowing CWSA to focus more on the marketing of wheelchair sport as a sport and not as a recreational or rehabilitation focused activity. One respondent reflected on the public's changing perception:

> We were sort of second sisters receiving very patronizing and condescending lip service. I don't believe that there was acceptance of the fact that these athletes were in fact athletes and we had to train as hard as any a-b athlete had to train and I don't think that much of that changed until 76 after the Toronto Paralympics. I think that the attitude and acceptance changed although I'm not sure much else changed after that.

CWSA was able to capitalize on the increased exposure resulting from Reimer's award and the 1976 Games, partially because of its new residency within the National Sport and Recreation Administration Centre in Ottawa. One interviewee suggested that there seemed to be an endless pool of funds that suddenly became available because of the new national status.

> Money was almost unlimited. We came up with a program and the money would just come. And we did. We came up with all kinds of programs. Sometimes they were almost abuses, irrelevant but we get money for them. Lets have a meeting. I'll get the money for it.

Throughout the 1970s, government funding for CWSA and amateur sport in general slowly increased. In 1976, because of a disagreement with the TORONTOLYMPIAD Organizing Committee, the Canadian federal government re-allocated a $450,000 grant to the creation of a multi-disability umbrella sport organization. Ironically, the withdrawal of funds for the games by the federal government resulted in a large marketing bonanza for athletes with a disability. This occurred as the negative publicity alerted the public to wheelchair sport and encouraged the government to more actively promote wheelchair athletes as part of their national program.

One respondent reflected on the media outcry that resulted from this change.

> The public was now alerted by a political cartoon showing the Health Canada minister at that time pushing a black athlete off a cliff in a wheelchair, really political, it really hit the fan. The opening ceremonies were supposed to be a real dud according to the newspapers but about 20,000 people showed up and the roads into the stadium were just jammed, lineups of cars about 2 or 3 miles in all direction. People just were intrigued by the ideas. The funds came with big crowds at the games. The Sun newspaper with George Gross said it was like sport not like something else on the back of the social pages.

The government wanted to address the negative publicity associated with their decision to withdrawal funding and decided to re-allocate the funds to the creation of a new umbrella organization for all disability sports. This organization, eventually named the Canadian Federation of Sport Organizations for the Disabled (CFSOD), became the conduit for future funding allocations for disability sport organizations from the federal government.

CWSA would fight this decision as they saw the merger with other disability sport groups as a step backwards, specifically in regards to their ability to market a public image of elite athletes. One respondent suggested that CWSA felt that they were beyond some of the other disability sport groups with regards to scope of service and maturity of development:

> We got elitist because we wanted to get credible. We had our focus on the basketball game and the track. Oh wow the 10,000 metre, the biggee, the crowd pleaser and nobody wanted to watch the….. Don't let those C.P.'s anywhere near here.

CFSOD also became a fundraising competitor of CWSA. Under the direction of Dr. Robert Steadward, CFSOD's President, they initiated a significant fundraising campaign sponsored by the Royal Bank of Canada. The Sport Fund for the Physically Disabled would ultimately create its own separate governance mechanisms and become the primary funder for Canadian Paralympic teams in the 1980s.

Fundraising ventures specific only to CWSA were held on a much smaller scale than those pursued by CFSOD, and they tended to be based on the initiatives of a few key individuals. Gary McPherson, for instance, obtained a number of special edition Briklin automobiles from a defunct auto manufacturer in New Brunswick, which he raffled off at various fundraising events across the country. This was one of the few projects that were very successful as CWSA met, time and time again, with unsuccessful fundraising initiatives.

In the late 1970s and throughout the 1980s and 1990s, CWSA tried to address fundraising failures by improving their communications and promotions. One of the major initiatives associated with this strategy was the development of *Wheelers' Choice* Magazine. The creation of this magazine was based mainly on the interest of one respondent's previous publishing experience.

> I think that Wheelers' Choice was a biggee, that was mine. We're trying to get attention. That was, I was against a CWSA newsletter. I had produced a magazine for my previous employer. That was our opportunity to fundraise. I always had a copy of the magazine, pictures, calendar of events. I used to send it everywhere.

> Take it to your dentist's office, stick it on the table. At the sports centre we had the facilities to do a magazine and to do it in a professional way because it cost next to nothing and I knew the guy in the productions graphics office. Suddenly we had this professional look even though we were pretty much rank amateurs. Molson's gave us some money, all kinds of money just by giving them a magazine and putting on our bib and tucker and talking without slobbering.

In the early1980s, CWSA's marketing and fundraising initiatives benefited from the United Nation's declaration of 1981 as the International Year of Disabled Persons (IYDP). This announcement was then followed by Terry Fox's attempt to complete his Marathon of Hope across Canada. Although Terry Fox's run was in support of Cancer research, it nonetheless, focused a great deal of attention on the abilities of persons with a disability. One respondent suggested that "economically it was a period of growth that seemed to build to a high point in corporate funding of sport to a depression as the decade ended."

In 1982, CWSA recognized that it still needed to improve its financial situation. Government funding was beginning a long slow decline after a peak in the late 1970s. CWSA, was then forced to initiate its own fundraising programs. One interviewee reflected on the various attempts to rectify this situation:

> We tried everything, we even hired a fundraising company to help us do it. It didn't work. We were running into more and more financial problems as we went along, but it was between that time when the whole economy was starting to slow down and that was a really desperate time for the association because we didn't have sufficient funds through the government funding process. We were having a heck of a time raising any money. We got $1,000 once and thought we'd died and gone to heaven. So things were rough.

In 1983, an ad-hoc fundraising committee was created to address the organization's financial concerns. This committee quickly recognized that they could not fulfill the mandate given to them and as a result, they decided to hire a professional fundraising consultant. Thus the Martin Group became the first of a long list of professional fundraising groups hired to assist CWSA. The Martin Group proposed a campaign that would raise over one million dollars but unfortunately, they were unsuccessful and after 1½ years, and a deficit of approximately $60,000, their contract was terminated. After this experience, CWSA briefly returned to a volunteer-driven fundraising model by focusing on the pursuit of small sponsorship opportunities.

One of the difficulties encountered with the hiring of professional fundraising consultants was the association's inability to wait for the benefits of the initiatives to emerge. One interviewee suggested that CWSA could not wait for the process to take its natural course: "fund-raising takes a long time to develop, you need three to five years to put in place a really strong program but we always needed results right now."

After the Martin Group was released from its contractual obligations, sponsorship opportunities were significantly hampered by the loss in person-power and environmental factors. The first external factor was the relocation of the 1984 Paralympic Games from Illinois to England. The 1984 Games were scheduled for the United States in conjunction with the Olympic Games in Los Angeles. The wheelchair events would be held in Champaign-Urbana at the University of Illinois, while the other disability groups would compete in New York City. It was speculated by one interviewee that organizers at the University of Illinois must have had a number of major sponsors relinquish their support at the last minute. Whatever the reason, the University was unable to host the games and as a last resort, the international sport governing body for wheelchair sport decided that the games should be moved to Stoke Mandeville. The games thus continued, but unfortunately, CWSA lost an opportunity to capitalize on the close proximity and marketing potential they would have enjoyed had the games been held in Illinois, not to mention the additional costs imposed upon CWSA because of increased travel expenses to England.

The second major stumbling block for CWSA was the public's confusion between Special Olympics, the Canadian Paraplegic Association, the Canadian Federation of Sport Organizations for the Disabled, the Sport Fund for the Physically Disabled, and CWSA. Many of these organizations had significant investments in their own marketing and public relations programs and thus trying to differentiate CWSA from them was difficult.

In 1987, fundraising and marketing for CWSA would change as Rick Hansen one of CWSA's premier wheelchair track athletes began his odyssey of wheeling around the world. One respondent reflected on the impact that Hansen had upon CWSA's fundraising and marketing initiatives. "I can remember talking to others and saying that we needed a national fundraiser to get this thing going. We need something high profile - well then Rick came along with his tour, perfect."

In 1985, CWSA moved its fundraising strategy into telemarketing by starting a long-standing relationship with Great West Entertainment (GWE). GWE was a third-party telemarketing company and would become one of CWSA's three core funding partners. The first initiative that GWE pursued on CWSA's behalf was a national wheel-a-thon. It was proposed that every provincial wheelchair sport association would host a local wheel-a-thon organized from the national office with the telemarketing component conducted by GWE. The provincial associations, however, were reluctant to share revenue that would be generated and thus the program was never seriously pursued. This one episode represented a much larger issue within CWSA as without a home base from which to fundraise, it was continually perceived as competition to its provincial affiliates. One respondent recognized these difficulties in working with the provincial wheelchair sport associations and in response to a question pertaining to CWSA's fundraising programs addressed the lack of cooperation with the Provincial wheelchair sport associations:

> No, the provinces, there was going to be too much work so they didn't want to do that, or the feeling was that if we do that then the money should be kept within the province. So if we keep it in the province then we can do more of the other stuff, which was all well and good but it still didn't get the athlete half way and around the world and back to all the activities that we wanted to send them to.

Another interviewee also reflected on the relationship between CWSA and the provincial partners noting the personal experiences he/she had in trying to secure sponsors.

> If there's money to be made, they're (the provinces) not going to share it. If Manitoba Wheelchair Sport has a thing going with a sponsor and you even talk to them. The guy from Manitoba almost punched me when he found out that I spoke to his sponsor.

Competition within the telemarketing industry also increased, particularly with other disability sport organizations at the local, provincial, and national levels.

With the hopes of somehow solving these various issues, the board tried in 1987 to create a fundraising committee. This new group was short lived and the committee's leadership never materialized. New opportunities for sponsorship, however, seemed to emerge almost daily. This occurred as Rick Hansen made his way back to Canada from the world tour and companies such as Quickie Wheelchairs and Nabob Coffee wanted to capitalize on his popularity. Once Hansen arrived, the profile of wheelchair sports boomed and donations for the Man in Motion Foundation (MIMF) reached a climax as he traveled through Alberta and British Columbia. After his two-year odyssey the MIMF had raised over twenty million dollars to be used for research, awareness, and wheelchair sports. What seemed ironic, however, was that some western provinces felt that Rick Hansen's tour hindered their own abilities to fundraise because the public assumed that they were one in the same.

While the support CWSA received from MIMF was appreciated, CWSA also recognized that the money was not guaranteed. Instead, the money was to be used as leverage to help them become more financially self-sufficient. Thus, CWSA with the help of its partners began to explore various fundraising ventures. One was a telemarketing campaign run in conjunction with the Metro Toronto Wheelchair Challenge (MTWC), a unique track event created by the Ontario Wheelchair Sports Association (OWSA) that combined international caliber athletes with introductory events for newcomers. A second marketing agreement was signed between CWSA and *Abilities Magazine* to promote the association through articles on various athletes.

One unfortunate financial decision by CWSA in 1989 was a loan to the International Stoke Mandeville Games Wheelchair Sport Federation (ISMWSF) of $90,000. This loan was required to maintain ISMWSF's financial stability but was never repaid.

In 1990, CWSA hired Karen O'Neill as its new Director General and she immediately sought out a consultant who was willing to help her with the marketing and fundraising strategies. Unfortunately, the person she hired, Barry Butler, recognized after several months in the position that his strengths did not include fundraising and he subsequently resigned. Two other fundraising consultants, George Springate and Denise Ashby; were then hired but also quickly resigned because of frustration or lack of success.

Ultimately, it was decided to forgo a marketing / fundraising consultant and instead Maureen Orchard, a volunteer member of CWSA's executive committee, was named as the newly created Vice-President, marketing and communications.

In 1991, the MIMF renewed its agreement to financially support CWSA for three more years. The MIMF board made it clear, however, that this relationship would not be along-term commitment. A significant addition to CWSA's financial partnerships in 1991 was the Ada MacKenize Memorial Foundation. Ada MacKenzie was one of Canada's premier female golfers and the foundation's committee members decided that monies raised from her memorial golf tournament should go towards assisting wheelchair athletes pursuing post-secondary education. Shortly after the AMMF's announcement, a number of other companies also began to show an interest in becoming short-term sponsors, motivated, in part, by the excitement generated around the 1992 Summer Paralympic Games in Barcelona. The other major marketing event that occurred in 1992 was the hosting of CWSA's 25th anniversary gala. This event, while costing CWSA a significant amount of money, contributed to the association's morale by recognizing and paying tribute to its founders and great athletes.

In 1993, CWSA was suddenly faced with the realization that its deficit had grown to a high of $145,000. In addition, the board recognized that its three major funding partners, the federal government, the Man in Motion Foundation and Great West Entertainment were all indicating a decrease of future funding. The Man in Motion Foundation hinted that it would soon begin to only accept project-based funding and the federal government, through their Sport Funding Accountability Framework (SFAF), indicated that it was moving towards a more inclusive mind-set with money being given directly to the able-bodied sport system.

In 1994, the number one priority for CWSA was financial solvency. Massive changes within the staff and board made this goal difficult, however, and the deficit spiraled upwards. What made this situation even more difficult was the decision to market the organization and its athletes, by focusing solely on sport excellence. According to one interviewee, while this change was desirable philosophically, it was not successful financially. Even in CWSA's early forays into telemarketing and fundraising this dilemma was posed. One interviewee reflected on his/her attitudes towards the cause-focused marketing: "I could never handle this poor crip syndrome mentality that's still out there. It's still there unfortunately." One interviewee commented on the difficulty in trying to remain financially viable while also reflecting appropriate organizational values.

> It was economic, funding was going down, telemarketing funding was going down, Ada Mac was talking about changing their focus to a more hands on and so it meant no administration money. The government was cutting and it was getting pretty grim as far as supporting the operation and given that and the economic reality. Nobody had the moral high ground. Nobody said all right, despite all these economic realities we are going to go the high road and stick with the plan and also in terms of energy at the staff level since so much energy was tied up in just trying to sort out all the weird government relations and staff departures there was so much time spent on the emotion side of it. Just trying to deal with all the crap then the fundraising and some of the important stuff couldn't get done.

In 1995, the board of directors once again recognized the need to focus on marketing and fundraising by creating an advisory committee. Tom Prowzowski was asked to chair the committee with members representing large corporations in Toronto. The committee made several recommendations, including the hiring of an independent marketing consultant. The remaining members of CWSA's board decided, however, that the costs for such a venture were too high. The advisory committee became frustrated by the lack of board support, and quickly dissolved. The responsibility for marketing was then returned to the staff. One interviewee, reflecting on this change suggested that this might not have been as effective as hoped. "I think that the board realized that fundraising was not my bailiwick, nor should it have been. And that might have been a flaw in the hiring process, they really were looking for someone with marketing experience."

The funding situation for CWSA did not improve after the marketing committee was disbanded. Increased competition from the nation-wide WhyNot Marathon raising funds for the Canadian Paralympic team travelling to the 1996 Summer Paralympic Games in Atlanta, and Rick Hansen's Man in Motion's Tenth Anniversary gala cut significantly into CWSA's fundraising capabilities. Fundraising through telemarketing also continued to return smaller profits, and the federal government continually hinted that an end to their funding was near. One respondent summarized the funding situation as follows:

> We were at a turning point as far as the funding scene. Up until then they had enjoyed some very healthy funding from MIMF and from the government, and then from the feel good fundraising. The support for athletes with a disability charity stuff and we had to keep that. You're not going to throw away good money but it was very uncomfortable fundraising. The ethics behind telemarketing was uncomfortable. I never felt comfortable with it, on one hand we talk about values and ethics and we can sit on our white horse here for athletes with a disability and on the flip side involving ourselves with this sort of thing. So we were in a transition point between the charity aspect of the funding moving into the legitimate sport funding.

Another interviewee suggested that the decline in fundraising was the result of poor sponsor relations by CWSA.

> GWE was just like everything else that is happening today, telemarketing, people just don't like it anymore, people feel hoodwinked, they're just not sure where their money is being spent. I don't think that CWSA did a good enough job when somebody donated by getting a letter out.

In 1996, CWSA's concluded that it could no longer afford a full complement of professional staff. Fast tracked inclusion was moving forward and government funds were being diverted away from CWSA to able-bodied sport organizations. There was also the possibility that the funds raised by one telemarketing campaign, in conjunction with the Metro Toronto Wheelchair Challenge, would be completely transferred to Athletics Canada (AC) as it assumed the administrative responsibilities for wheelchair track and field events. Attempts were made to pursue other avenues for fundraising and awareness, and this included a partnership with Michael Landsberg from The Sports Network (TSN). Unfortunately, none of these attempts resulted in any significant increase in revenue. At the same time, many of CWSA's smaller sponsors were reluctant to support administration. One interviewee summarized these various changes to CWSA's funding sources.

> We started to see changes as some of our smaller sponsors were re-evaluating their support. They wanted more direct feel. How am I touching the athletes and the challenge of course was, well it was the same with the government. They wanted their money to go directly to the athletes and so did the Man in Motion Foundation. None valued the administration side. That meant no administration, structure and with that really your relevance to them diminished.

As CWSA began to prepare for a new role with only one staff person and a board of three members, it reflected on its marketing strategies and the possibility that there might be a need for further flexibility. One respondent reflected on how fundraising for athletes with a disability changed and how it might look in the future.

> You cannot apply traditional marketing initiatives because it is difficult to balance the business of being a cause-related agency versus a sport. In my mind we're neither here nor there. We're not sick and dying and therefore the cancer society methods are not going to cut it. The athletes do not want us to spread the poor me message. Neither are we huge sport in the sense of being able to offer television coverage to the corporate sector. I would say the 70s and prior to that the focus was rehabilitation, you get them out of the rehabilitation centres and get them involved in sport. Then in the 1980s we said holy smokes, we're sport, we're athletes, and you better believe it. I say in the 90s let us stand up and be proud to say that we're both: we are rehabilitation, lets face it we are after people that are newly injured the opportunity to get involved get them active and feel value in their life, gain a sense of self esteem, to move on with their career and family. But guess what, we can also offer athletes like the Jeff Adams of the world an opportunity to become a high performance athlete. And I respect both approaches in the 90s, which I wouldn't say was the case in the past.

In the late 1990s, CWSA would return to its roots with marketing and fundraising programs being volunteer-driven and with a focus on both the athlete and the dreams for a person with a disability.

b) **Leadership**

After identifying the dominant strategies throughout CWSA's history, the next step was to ascertain if and when leadership had an influence on them. Kouzes and Posner (1994) who suggested that when people were at their personal best, they engaged in five key practices proposed the description of leadership used in this study. The five leadership practices included: challenging the process, inspiring a shared vision, enabling others to act, modeling the way and encouraging the heart. Thus, in order to be considered leaders, it was determined that Executive Directors and Presidents must demonstrate at least one of these five leadership qualities.

By viewing CWSA's strategy formation over a thirty-year period, it became clear that different situations presented different leadership challenges and opportunities. This realization did not imply, however, that leadership was totally determined by historical task, for the data clearly showed that this was not always the case. Instead, leadership and its influences on organizational strategy could only be truly understood when studied within the appropriate context. Thus, by examining the leader's actions within the contextual and historical paradigms of their era, the researcher would be better able to understand the reality of the leader's influence on strategy formation. The following table identifies the various strategies presented in table 3 with the corresponding President or Executive Director that influenced the strategy and the specific leadership quality demonstrated by each leader individually or as a team.

Table 4: Leader quality and President / Executive Director responsibilities for CWSA strategies

Year	Strategy	President or Executive Director	Leadership Quality
1967	Structure Formalization	Jackson, Hallam, Simpson	C, V
1968	Creation of National Team	Jackson	V, E
1968	Development of Board Structure	Simpson	C, V
1968	Development of Team Structure	Simpson	C, V
1968	Team Preparation for Paralympic Games	Simpson	V
1968	Fundraising for Paralympic Games	Jackson	E, V
1969	Host National Games in Hamilton	Hallam, Jackson	E, M
1969	Fundraising for Pan American Games	Jackson	E, V
1969	Team preparations for Pan American Games	Hallam, Jackson, Simpson	V
1971	Host national games in Montreal	Mondor	E, M
1972	Host national games in Calgary	Simpson	E, M
1972	Fundraising for Paralympic Games	Jackson, Simpson	E
1972	Team Preparations for Paralympic Games	Jackson, Simpson	V
1973	Host National Games in Vancouver	Way, Van Vliet	E
1973	Team Preparations for Pan American Games	Way, Van Vliet	V
1974	Host National Games in Winnipeg	McPherson, Van Vliet	E
1974	Align CWSA with COA	McPherson	C
1974	Pursue access to the National Sport Centre	McPherson	C, M
1974	Volunteer Recruitment	Mondor	H, E
1975-76	Toronto Paralympiad	Jackson, Mondor, McPherson	M,C,V
1977	Pursue autonomy from CFSOD	Mondor	C
1978	Achieve residency in National Sport Centre	Mondor, McPherson	M, C
1978	Fundraising / Briklins	McPherson	M, C
1978	Fundraising / Sport Fund for the Physically Disabled	Smyth, Mondor	C, E
1978	Fundraising / Ada MacKenzie	Smyth, McPherson	H
1978	Wheeler's Choice Newsletter	Smyth	V
1978	Improve sport technical	Mondor	E
1979	Organizational Development	Smyth, Mondor	V
1979	Pursue inclusion into able-bodied sport organizations	Smyth, Mellway, Mondor	V, C
1979	Promote grass roots development of wheelchair sports	Smyth, Mondor	E
1980	Separation from CFSOD	Mondor	V
1980	Fundraising	Mondor, Smyth	E
1980	Sport section development	Mondor, Smyth	E
1980	Elimination of recreation	Mondor	V
1981	Cooperation with CFSOD	Cook, Mellway	M, V
1981	Organizational structural changes	Cook, Mellway	V, C

Year	Strategy	President or Executive Director	Leadership Quality
1981	Coaching development	Cook, Mellway	V, M
1981	Junior sport development	Mellway	V, M
1982	Inclusion into the able bodied sport system	Mellway	C
1982	New Wheeler's Choice Magazine	Mellway, Cook	V
1982	Provincial development	Cook	E
1982	Research committee development	Mellway	V
1982	Sport section development	Mellway	E
1982	Junior sport development	Mellway	V, E
1982	Fundraising	Mellway	M, C
1982	Preparations for Pan American Games	Mellway	V
1983	Provincial Planning	Mellway, Cook	E, M, V
1983	Fundraising	Cook, Mellway	M
1983	Paralympic Games preparation	Mellway	V
1983	Sport Section Development	Mellway	E, V
1983	Junior Sport Development	Mellway	E, V
1983	Research Committee Development	Mellway	E, V
1984	Fundraising	Cook, Mellway	M, C
1984	Paralympic Games preparation	Mellway	V
1984	Junior Sport Development	Mellway	V, E
1984	Volunteer Development	Mellway	E, V
1984	Sport Section Development	Mellway	E, V
1984	Communications	Cook, Mellway	E
1985	Rick Hansen's World Tour	Mellway	V
1985	Fundraising	Cook, Mellway	M, C
1985	Fundraising	Cook, Mellway	M, C
1985	Sport Section Development	Mellway	E, V
1985	Junior Sport Development	Mellway	E, V
1985	Classification	Mellway	M
1985	Provincial Development	Cook, Mellway	E, V
1985	Communication	Cook, Mellway	E
1985	Fundraising	Cook, Mellway	M
1986	Fundraising	McPherson, Mellway	M
1986	Rick Hansen's World Tour	Mellway	H
1986	Communication	Mellway	E
1986	Sport Section Development	Mellway	E, V
1987	Rick Hansen's World Tour	Mellway	H
1987	Provincial Development	McPherson, Mellway	E, V
1987	Fundraising	McPherson, Mellway	M
1987	Marketing	McPherson, Mellway	H, V
1987	Inclusion	McPherson, Mellway	H, V
1987	International Development	McPherson, Mellway	M, V
1987	Volunteer Development	McPherson, Mellway	E, V
1987	Long-term Planning	McPherson, Mellway	M, V
1987	Sport Section Development	McPherson, Mellway	E, V
1987	Junior Sport Development	Mellway	E, V
1988	Man in Motion Foundation	McPherson, Mellway	V
1988	Fundraising	McPherson, Mellway	E, M
1988	Inclusion	McPherson, Mellway	H, C
1988	Sport Development	Mellway	E, V
1988	Communication	Mellway	E, V
1989	Strategic Planning	McPherson, Mellway	M, E

Year	Strategy	President or Executive Director	Leadership Quality
1989	Provincial Development	McPherson	E, V
1989	Inclusion	McPherson, Mellway	H, C
1989	Sport Specific Development	Mellway, McPherson	E, V
1989	Man in Motion Foundation	Mellway, McPherson	V
1989	Fundraising	Mellway, McPherson	E, M
1989	Junior Sports	Mellway	E, V
1990	Fundraising	O'Neill, McPherson	E
1990	Office re-structuring	O'Neill	C, V
1990	Inclusion	O'Neill, McPherson	H, C
1990	Strategic planning	O'Neill	C
1990	Volunteer recruitment	McPherson	E
1990	Sport development	O'Neill, McPherson	E, V
1991	Strategic planning	O'Neill	C
1991	Fundraising	O'Neill, McPherson	E, M
1991	Paralympic Games preparation	O'Neill	V
1992	Strategic planning	O'Neill, McPherson	C
1992	Sport Development	O'Neill, McPherson	E, V
1992	Inclusion	O'Neill, McPherson	C, H
1992	Fundraising	O'Neill, McPherson	E, M
1992	Paralympic Games preparation	O'Neill	V
1993	Strategic planning	O'Neill, McPherson	C
1993	Organizational re-structuring	O'Neill, McPherson	C, V
1993	Inclusion	O'Neill, McPherson	H, C
1993	Sport development	O'Neill, McPherson	E, V
1993	Communication	O'Neill	E, V
1993	Government relations	O'Neill	V
1993	Man in Motion Foundation	O'Neill, McPherson	V
1993	Fundraising	O'Neill, McPherson	E
1993	Sport Development	O'Neill, McPherson	E, V
1993	Inclusion	O'Neill, McPherson	H, C
1994	Communication	Gates, Crosby	E, V
1994	Inclusion	Gates, Crosby	H, C
1994	Sport Development	Gates, Crosby	E, V
1994	Fundraising	Gates, Crosby	M
1994	Government Relations	Gates, Crosby	E, V
1994	Provincial Development	Gates, Crosby	E, V
1995	Communication	Gates, Crosby	E, H
1995	Organizational re-structuring	Gates, Crosby	C
1995	Partnerships	Newmann, Crosby	E
1995	Marketing	Gates, Crosby	H, V
1995	Fundraising	Newmann, Crosby	M
1995	Sport Development	Gates, Crosby	E, V
1996	Inclusion	Gillespie, Crosby	C
1996	Fundraising	Gillespie, Crosby	M, V
1996	Marketing	Gillespie, Crosby	H, V
1996	Organizational re-structuring	Gillespie, Crosby	C
1997	Organizational re-structuring	Johnson, Cadieux, Crosby	C
1997	Fundraising	Johnson, Cadieux, Crosby	E
1997	Inclusion	Johnson, Cadiuex, Crosby	C

Legend

M = Model the Way
V = Inspire a Shared Vision
C = Challenge the Process
H = Encourage the Heart
E = Enable others to Act

(Kouses & Posner, 1994)

In total, the researcher identified 230 leadership qualities within the 137 strategies. The leadership qualities were determined by the researcher from the written history presented in appendix G. Each behaviour qualified if it met the criteria for causality developed by Singleton et. al (1988): association and / or direction of influence. Of the five leadership qualities, modeling the way was identified 31 times, inspiring a shared vision 72, challenging the process 35, encouraging the heart 20, and enabling others to act 72 times.

Challenging the Process

Challenging the process according to Kouzes and Posner (1994) entailed the willingness to take risks and explore new alternatives. This characteristic was defined as experimenting, learning from mistakes, and supporting others in their efforts.

Based on the historical data of CWSA's strategy formation, it appeared that several, although not all, of CWSA's Executive Directors or Presidents challenged the process. For those few who didn't, the reason may have been the brevity and variety that characterized their tenures. Some leaders had little time to challenge traditions, as something new always seemed to happen every five minutes. This reflected Mintzberg's (1990) chaotic view of management and as a result, there was little time to dedicate to creative thought. Reasons why top leaders may have adopted this extraordinary pace and workload was the open-ended nature of their job. The top leader, whether it was the Executive Director or the President ultimately was responsible for the success of the organization and there were few tangible indicators of when a task was complete. Thus, the fast pace and continuous communication among stakeholders drew the leader into diverse activities that may have limited their overall effectiveness. Thus, with government funding decreasing and professional assistance depleting, CWSA's leaders were subjected to a greater number of demands often related to fundraising.

While many CWSA leaders were unable to challenge the process, there nonetheless, remained a few who were able to see beyond the daily administrative work demands. Many of these leaders were able to look at how things were done in the past, and search for better solutions.

During these few CWSA's leaders had a direct impact on organizational strategies. The fundraising strategies of CWSA, for instance, were strongly driven by various leaders with some challenging the traditional methods of soliciting funds that used sympathy to highlight athletic excellence. This change was made with the knowledge that vital funding might decrease in the short term. The strategy of inclusion was also founded on the behaviour of challenging the process as the spirit of defying the status quo was suggested by one of the respondents as being what encouraged the creation of CWSA in 1967.

> It was that turndown, that energy, that anger, that said heck. We learned from our one athlete that we'd sent to the Commonwealth Games in Jamaica in the Spring of 66 that there was such a thing as a parallel set of games called the Paraplegic games, called the Commonwealth Paraplegic Games.

> And we knew of Stoke Mandeville trying to have parallel games with the Olympics in both Tokyo and Rome and the one at Tel Aviv coming up. So the concept of North America and Canada who were in a dismal state of affairs as far as rehab and wheelchair acceptance. Why not develop at least parallel games in conjunction with the Pan Am Games and build up the self-esteem, the public acceptance, and credibility of people with a disability. So it became my energy. We must get recognition. So in September of 1967 at the International Hotel near the airport, the Pan Am Games society gathered and we surrounded that committee for an entire day and demanded with the help of our Canadian officials that they recognize the Pan Am wheelchair games be at least a parallel associate games. We knew that we couldn't break into the regular games because of what we discovered were Olympic policies. The Pan Am society is really a division of the Olympics. So wheelchair sports was seen as a challenge and a need. So I got the invitation from Tony Mann who was the Executive Director of the Manitoba CPA to put together a committee to look at some form of having a wheelchair basketball exhibition games and then when that was turned down, it was that rejection and energy that got my dandruff up and said we could do something. So we began to write letters to talk to our counterparts in New York, a Dr. John Golding out of Jamaica, and a small group out of Trinidad and Tobago who had been at the Stoke games, and Hector Rameriz and Dr. Lococo out of Argentina.

Another example where a leader was able to challenge the process was in regard to volunteer recruitment. One respondent suggested that the typical volunteer came from a helping profession and was interested in volunteering to help persons with a disability. What CWSA leaders tried to challenge as reflected by another respondent was the ability to turn away volunteers that weren't in line with their vision of being an elite sport organization.

> In the 80s the volunteers were typically women from the rehabilitation community who were care-giving and nurturing types. People were saying how could these people coach athletes. This approach didn't work for us. If someone comes into our office now and says that they want to help out wheelchair athletes we say are you a coach, are you certified? And they say well no, and we say, then we can't use you. We might be able to use you at a special event to help cart the oranges to the bench but we're not in the business of attracting caregivers or nurturing types of people anymore. We need sport experienced people. And that's a total shift from the 80s.

It was evident that a few CWSA leaders challenged the process, but an accurate qualitative determination of how frequently this behaviour was exhibited was difficult, as many leaders were required to walk a fine-line between challenging the process and being steadfast in behaviours. The interaction between the environment, the organization's history, and the leader was in fact what this study was trying to determine and is dealt within the following chapter. The ability of the leader to balance the demands of the contextual situation and their personal values was important as like a bridge, if completely rigid, the leader would collapse under any external pressure but if swung too freely, no one would be able to walk across it (Gregersen, Morrison & Black, 1998).

Inspiring a Shared Vision

Kouzes and Posner's (1994) research suggested that successful leaders inspired a shared vision by developing a common understanding of what the organization as a team was trying to accomplish and realizing how their efforts could be aligned within the larger organizational goals. Often, in order to accomplish a goal, it appeared to Kouzes and Posner (1994) that leaders used a set of values to guide their actions and within these values were three behaviours: the creation of strong support network, the ability to communicate effectively, and the desire to be an active listener. It appeared that CWSA leaders demonstrated all three of these behaviours.

The importance of having a strong support network can be clarified by using the analogy of a tree. It seemed that the taller and more expansive a leader's dream, the deeper the foundation root needed to grow. Al Simpson, Bev Hallam, and Robert Jackson were able to inspire athletes and volunteers during CWSA's earliest days to persevere through rough financial difficulties to ensure that a Canadian team competed at

Paralympic competitions in Israel (1968) and Germany (1972). In the cases where leaders were unable to inspire a shared vision, it was often because they were unwilling or unable to nurture the required foundation.

The inability to create a strong foundation was also evident when particular strategies failed. CWSA was founded upon a number of values and principles, one of which was that all persons with a disability could benefit from participation in recreational activities. As the organization grew, this value seemed to erode and the focus moved towards elite sport. One interviewee condemned this approach by noting the loss in volunteer person power and shared vision.

> Those who had extensive disabilities such as cerebral palsy would form recreational activities which many of the athletes would never accept and unfortunately some people referred to this as the tidily wink group. And that was very cruel and cutting because it meant that their contributions were not recognized as valuable.

One interviewee also recognized the need for a strong support network to inspire a shared vision between the national office and the various stakeholders.

> He/She would go around and make friends with everybody. Everybody on my floor knew him/her. Nobody would fool around with wheelchair sports between me and him/her. They were, prior to that, almost a total mystery. At the Sport Awards the first year it was actually a wheelchair athlete that won athlete of the year. That had never happened before.

One of the respondents reflected upon the abilities of a senior staff person to network and acquire consensus from the various partners as an essential task, particularly because CWSA was characterized with so much staff and volunteer turnover.

> You end up spending so much time just going over things, giving historical perspectives and getting up on par with everybody else. But I don't think it's the change. I think that it's the personalities that make a really big difference. He/She had that kind of personality, always chatting on the phone, with people, always keeping in touch.

Another interviewee reflected on the support to join other disability sport organizations after the formation of CFSOD, which was in direct opposition to a previous refusal to collaborate.

> It wasn't so much an advantage for us. I was trying to get everybody to go that route, you know, I wanted to get rid of that whole recreational thing and if we could focus everybody's energy into becoming athletes and not tidily wink players then that was the way we needed to go so you joined forces. You had more strength. You had more opportunity to get that stuff out into the public. You can't do that alone. You can't take one disabled sport group and put them in opposition to the other three. That's really not a smart move politically nor is it a smart move philosophically.

Shared decision-making between staff, volunteers and other stakeholders was difficult as the CWSA was perceived as an autonomous national office, located in Ottawa with a few elected volunteers and little concern about the welfare of their provincial affiliates. This was particularly true regarding the strategy of inclusion. CWSA was also accused of not informing their provincial counterparts of the impact the various inclusion-based memorandums of understanding (MOU) would have and as a result, it became very confusing to the local coach, administrator, and athlete to determine whom to contact for information and who was responsible for service delivery. Thus, CWSA was not seen as representing the provincial wheelchair sport organizations and the result was jurisdictional infighting.

One significant struggle that highlighted the absence of inspiring a shared vision was between wheelchair basketball and CWSA's board of directors. The decision of wheelchair basketball to form their own autonomous association clearly reflected the inability of CWSA leaders to inspire a shared vision as one interviewee reflected on the loss of wheelchair basketball by noting that the association as a whole was weaker once it was divided.

> Well from my perspective that was the group that was trying to manipulate the whole operation, basketball. Instead of working with us they wanted to do it all by themselves. There aren't enough of us and there wasn't enough money and there wasn't enough publicity, not publicity, public awareness to be able to separate off.

Meanwhile, another respondent felt that separation and sport section autonomy was the vision he/she tried to inspire and thus it did reflect well on the association's leadership.

> A strong National Games isn't a bad thing and if that's where our athletes want to be then that's where we want them to be. But if we make a serious commitment to giving them decision-making power then you have got to go with their decision and that's where the sense of individual national championships started from.

A third interviewee, reflecting on the decision by wheelchair basketball to separate from CWSA, suggested that this decision had a significant influence on CWSA's ability to fundraise.

> Our problem was that our properties were disappearing, basketball was going out the door so why spend a lot of time trying to fend for basketball and get corporations tied in with them if they're just going to walk and probably just take them.

The same respondent further commented on this separation and the effect it would have on the organization.

> I think that there was strength in numbers, especially athletics and basketball, the two biggest sports together, to capitalize on each other's profile, to continue the joint advocacy if you want. I understand very much where they were coming from but I think that it was driven very much by a couple of players. I'm not sure that it was in the best interests of wheelchair sports and I'm not sure that it changed basketball's scene that much. I think that they could have achieved the same within the structure of wheelchair sports if it was an environment they could have been happy with.

The second important element to inspiring a shared vision was being able to clearly articulate it. One of CWSA's greatest strengths was the ability to transform the complex vision of inclusion into meaningful and easily understood documents. Some CWSA leaders were also perceived as being very strong communicators with their constituents. CWSA, in fact, was seen as a model organization for their ability to plan and include stakeholders during the planning process. Ironically, this skill was detrimental to CWSA because the organization was often asked to provide leadership for the entire disability sport movement, both nationally and internationally. Thus, while the various CWSA leaders were honoured with these requests, their ability to govern was compromised due to overwhelming time commitments and travel costs.

Governance was also a strategy influenced by the ability to inspire a shared vision. One respondent made it a priority to improve communication between the national office and the provinces, thus allowing CWSA to have a stronger governance role. "That was one of the things that I really wanted to do. If you're going to have a national organization you need good input from right across the country so we did that." At the same time, CWSA's partners were critical because of what they perceived as poor communication. One interviewee recognized, however, that this was a common problem among most national sport organizations.

> For as long as I have been a member of CWSA, that has always been a complaint: poor communication. Fifteen years ago they were saying there's a lack of communication between the national and provincial offices. Having provincial members at the table makes no difference.

Another respondent also reflected on this perspective and role within CWSA and other organizations as it pertained to communication between the national and provincial offices.

> I was trying to communicate with the provincial associations because I knew that prior to me going there, there was a huge sense of the provincial organization being disconnected from the national body. The provinces weren't consulted, weren't viewed as a valuable resource for the national body and the communication just stopped. I wanted to make sure that didn't happen when I got there. I took the time to communicate with the provincial organizations letting them know that we valued their input.

The last skill to inspire a shared vision was the desire to actively listen. This had clear implications within CWSA's marketing strategies as the call for changes to the fundraising campaigns came directly from the athletes. These suggestions were not always adhered to, particularly when CWSA was having financial difficulties

Within all of these behaviours was one constant goal, enabling persons with a disability to have a higher quality of life. One interviewee reflected this by identifying the transference of skills and self esteem attained on the track into the work world.

> If you can move any person who is marginalized from being seen as a dependent as a burden into a role of an organizer or a politician or a planner or a contributor to society in some way, then everyone gains: personal self-esteem, the social acceptance of society. The integration opportunities, remember that were talking about the days when there were segregated workshops, segregated schools, a really disenfranchised citizenry, so it began to be seen as a way to move people with a disability into society. Well the wheelchair sports association, actually then became two associations; the association of athletes and the association of organizers. And the organizers, often their disabilities didn't allow them to be the powerful athletes in the Ben Hur model with chariots but instead they could be coaches, supporters, fundraisers, marketers, etc.. Athletes moved from sport into jobs in organizations, Executive Director's in CPA offices, etc. And so now the leadership in many disability organizations today came out of wheelchair sports and to me that was the value.

Enabling Others to Act

The third primary behaviour identified by Kouzes and Posner (1994) was the leader's ability to enable others to act. This behaviour recognized that the leader assumed an active role in setting goals and planning projects, establishing cooperative objectives, sharing information and keeping one another informed, and demonstrating mutual respect for one another's ideas and competencies (Kouzes & Posner, 1993). This behaviour reflected the sense that leadership had a set of relationships that needed to be built and continually solidified, not necessarily with the goal of being a leader, but of simply enriching other people's lives (Kouzes & Posner, 1991). Enabling others to act thus facilitated the creation of an outstanding group through three mechanisms: involving others, trusting others and effectively processing information (Kouzes & Posner, 1994).

Involving others addressed the need for leaders not to organize people but to align them (Kotter, 1991). In the more than 500 cases that Kouzes and Posner (1987) studied, they "... did not encounter a single example of extraordinary achievement that was accomplished without the active effort and support of many people" (p. 133). The ability to enable others to act by involving others was evidenced through CWSA's move toward a more elite focus. One respondent reflected on this process by noting the contributions made by others and the beginning of what was a focus on elite wheelchair sport.

> The Rick's (Hansen) and Mel's (Fitzgerald) were just becoming big, Bob (Steadward) had really heavy-duty stuff going on U of A. Times really started falling. People started doing bio-mechanical things so it developed technically, physically, became more of a sport. The other thing that I saw change when I came in everybody did everything. There was no specialization and still even today I think that disabled sports is struggling with that bend. People started to specialize but at that time a few others and I tried to persuade a few people to make a commitment and until people committed to a sport, the level of competency would not rise.

> I started to see that happening when I left and we could start to develop a championships where you had a viable class of people doing this, that and that, as opposed to they all came and did whatever.

Another respondent, while reflecting upon the inability to inspire a shared vision amongst CWSA's volunteers, recognized that CWSA didn't do enough to enable the voices of retired athletes.

> We did not spend enough time on recruitment and training of volunteers. And the other thing that we did not do is bring athletes into this organization. We give them everything, but there's no obligatory pay back at the end of their career.

Another interviewee also reflected on this inability to involve athletes after their retirement and in particular recognized the important and unique contributions made by Rick Hansen.

> Without Rick, would the wheelies organization still be a viable organization? Or would they have continued for over 30 years. I don't know, and some people say I rest my case. He gave something back. How many of your elite athletes give something back. I can think of one. His name is Rick. I mean in the sport environment, well I can think of a couple, Alex Baumann. I mean elite athletes who really give something back who will spend the whole day at a swim meet talking to the client or wheelie athlete and will come back on the Sunday. Boy is he unique. How many athletes ever give it back? Focus on the athlete they get their moment of glory, and then they're gone and they're like screw you.

A possible explanation of this occurrence was the fact that CWSA's leaders did not have the luxury of dealing with one dominant constituency. A unique feature of the non-profit organization, however, was that they had more than one stakeholder to satisfy. Thus, the leader was simultaneously pulled in a number of directions. In a publicly listed company, the shareholder is the ultimate constituent. CWSA, meanwhile, had a multiplicity of constituents. Those who were unable to positively influence strategy formation were accused of being poor communicators and this seemed particularly evident within the inclusion-based strategies.

Governance strategies were also influenced by the leader's inability to enable others to act because of a lack of trust. In some cases, it was suggested that leaders were not willing to share information or allow others to make mistakes. The leader had his/her own vision but unfortunately enough time was not available to see them through. Some CWSA leaders were therefore criticized that they did not include enough people in establishing the organization's strategies and one of the respondents reflected on the leadership style exemplified by his/her predecessor. "A lot of the decisions were being made unilaterally and the board weren't really happy with some of the commitments that had been made."

Modeling the Way

Modeling the way was the fourth element described by Kouzes and Posner (1994) and it referred to the process of translating shared values into actions and deeds. Modeling the way meant being accountable by practicing what was espoused, influencing by example, and breaking projects down into achievable steps (Kouzes & Posner, 1993).

CWSA leaders appeared to be strong advocates for modeling the way and this character appeared to be a direct result of a strong set of core values. For the vast majority of CWSA's leaders, it appeared that values were an intrinsic part of their life and behaviour. One overriding example of this was the continuous balance by leaders in trying to promote elite sport versus the sympathetic fundraising undertones of helping the less fortunate.

Leaders, who modeled the way by influencing through example and practicing what was espoused, had a remarkable impact on many of CWSA's strategies. The effects of modeling the way, however, were not immediately evident and thus, a cause and effect relationship was difficult to identify. Leaders in the 1990s often reflected upon the influences of Robert Jackson, Al Simpson, and Gary McPherson and thus it seemed that the character, work habits and integrity of the previous leaders had an indelible personal impact on strategies beyond those that occurred during their tenure.

Many CWSA leaders are revered as pioneers within the disability sport movement. Al Simpson, who passed away in 1999, was eulogized in a number of national magazines and on the front page of the *Globe and Mail* as one the finest advocates for persons with a disability in Canada. Robert Jackson is still referred to as the father of disability sports in Canada and Karen O'Neill was selected as Chef de Mission for the Canadian Paralympic team that attended the 1996 Atlanta Summer Paralympic Games. Dean Mellway, at the age of 40 years, competed in the 1998 Nagano Winter Paralympic Games and was the captain of his sledge-hockey team, which won the Silver medal. Laurel Crosby, after her tenure as CWSA President, went on to become the President of the Canadian Paralympic Committee (CPC) and remains on their board. Gary McPherson, meanwhile, solidified himself as one of the preeminent authorities on disability issues in Canada and currently works at the University of Alberta as a special advisor to the Dean of the Faculty of Physical Education and Recreation Studies and the Faculty of Business.

In some cases, however, these reputations and influences may have made it difficult for their successors to follow. One respondent reflecting on his/her time with CWSA suggested that it was difficult following in the footsteps of another who was perceived by many to be an extremely strong leader.

> He/She had the respect and the authority in that jurisdiction, the area of athletes with a disability to garner that respect. Basically he/she could be respected as a leader from the outside and from the inside and even though he/she ran into some problems he/she was able then to be visionary, to create it, drive it and force it and that's exactly what he/she did. You can talk all you want about consensus but somebody drove it and he/she did and when he/she left that driver left and either you need to hire somebody else with just as strong a vision in it or at that point you need to have a board that has already embraced it and has become the evangelical leaders to say we believe. Then they need to indoctrinate all the other people that come on board. He/She was a phenomenal person to follow and one of my regrets was that we didn't have a longer time of overlap in terms of mentoring. In times like that you still need someone who remembers the vision and why something was decided on that path and to lose a key builder, if you want, I think certainly hurt.

Another interviewee also ruminated on the leadership provided by a previous leader, particularly as it applied to modeling the way.

> …unless you're prepared to think about the organization 24 hours a day. I remember hearing that he/she would have preferred to have a bed in the office. You know that's pretty passionate. Until you understand the organization and the culture around it, you can't market it.

Two other respondents also iterated similar comments about a President who in their opinion modeled the way through their actions.

> She/He had the early drive and desire to take this thing to the next plateau and I think that she/he did. And I think that of all the Presidents, her/he made the greatest difference. CWSA is what it was and is because of her/him.

> Nobody worked any harder than she/he did, but she/he was a very abrasive individual. You either loved her/him or hated her/him. She/He was always for the athlete more than the volunteer or the administrator, and a lot of people didn't like that because a lot of people were there for themselves and the athletes were a part of it but weren't in it for other reasons. But she/he was very clear on that issue and that always didn't go over that well.

At the same time there were a number of leaders, although not necessarily those who were Presidents or Executive Directors, that didn't model the way through practicing what was espoused or influencing by example. One interviewee noted that many board members were there for their own benefit and were rarely willing to put in the work needed to help the organization move forward.

> There may have been a lot of people in there who were there for the wrong reasons. They were always there and they were always willing but they didn't contribute. They created more difficulty than they solved and yet they were supposed to be the people that we were looking to and it didn't happen. We had to get past the paid vacation syndrome and there were a number of people that were involved in exactly that and I didn't have any room for that. We were trying to create something. We were trying to provide an athletic experience for all of these people and you can't do that when you're carrying a lot of dead weight.

Many of CWSA's leaders modeled the way specifically for governance strategies by following a self-fulfilling prophecy mandate. If they treated their athletes as elite performers then that's what they hoped they would become. At the Stoke Mandeville Games, one interviewee had to take specific actions to deal with an unprofessional athlete because of inappropriate conduct.

> We had a curfew. One athlete didn't make curfew. He came in two or three hours late. He'd been drinking. They weren't supposed to. He was in line for medals, there was no doubt about it. We made arrangements for a plane the next morning and he went home, never came back and he was a really good athlete, never came back. But the precedent was being set that this was a sport organization. We had to stop pussy footing around. If you're going to be sport and if we're going to be athletes then be that way. Able-bodied never put up with that nonsense, why should we? You're either going to be sport or you're not. So the focus was very much that and I think that's when we started to convince the athletes and in fact a lot of things that we do and the way we treated them. We stopped this moddy coddling, mothering, poor thing, kind of nonsense. You're an athlete, you act like an athlete. These are the rules, you can't do it, then you go home.

The third element within modeling the way was breaking the project down into manageable parts. This process was particularly evident when CWSA's leaders tried to implement inclusive strategies. The detailed memorandums of understanding (MOU) allowed able-bodied sport organizations to include athletes with a disability into their programs with a clear explanation of their roles and responsibilities. It was imperative that the able-bodied sport organization, in order to commit, be given these detailed processes by which the evolution could follow. Otherwise, the suggestion of taking over responsibility for providing services for athletes with a disability would have seemed overwhelming.

Encouraging the Heart

The final practice identified by Kouzes and Posner (1994) was encouraging the heart and this was characterized by the leader's ability to promote an emotional connection to the team and celebrate the achievement of milestones (Kouzes & Posner, 1993). Emotional connection was an area of concern for CWSA's leaders, particularly as it applied to the strategies of inclusion and marketing. Celebrating milestones by spending time recognizing accomplishments allowed CWSA leaders an opportunity to celebrate what was personally and organizationally important. Kouzes and Posner (1999) suggested that when it came to motivating people to higher standards of performance, nothing, not even money, worked as powerfully as the recognition of individual effort and achievement. In their estimation, however, this skill was the hardest for leaders to perfect.

The final practice identified by Kouzes and Posner (1994) was also the most difficult to assess. There was no doubt that the ability to encourage the hearts of others was important and impacted strategy formation, but it was also extremely difficult to assess based on the available data. Nevertheless, the impact of encouraging the heart could be inferred, especially within the inclusion-based strategies because it had so many inherent emotional ties.

The process of trying to become part of the mainstream society, fighting against age-old stereotypes and stigmas, and the demand for legitimacy in the public's eye were goals and strategies that encapsulated basic human feelings. One interviewee recognized the ability to encourage the hearts of others, particularly those in government, by recognizing CWSA as a viable national sport organization.

> We were non-resident, from 72/73. We got some funding from Sport Canada. You could use some of the services in the centre but you had to do the work outside in your own office. You still got grants to send your teams to certain places but you just didn't get the same kind of consideration if you weren't a priority sport. As we started to build wheelchair sport in terms of quality and visibility in Ottawa and there's no question that I was a much more visible presence. Not saying that I was any more effective I was just more visible. I wouldn't accept no for an answer.

Another respondent also noted that encouraging the heart was inherent within many CWSA leaders, as there was no other explanation for why they worked so hard in such trying circumstances.

> She/He and I have sort of talked about this issue because the two of us have been around wheelchair sports forever and we said to ourselves why do we do this, what motivates us to carry on. It's hard on both of us, because we're always having financial problems. People are always asking how it is going and I say pretty good, but you know, always these financial challenges and you feel like you're spinning your wheels. But I will say that you have to have a passion for the organizations, to have a willingness to stick to it and have a willingness to learn about it.

Thus, while difficult to identify, it was suggested that this behaviour might have been inherent in anyone who sought office or the job.

c) Situational Context

The final portion of the chapter identified CWSA's situational context. The process of identifying the external environment, also referred to as the situational context, was viewed as a combination of political, economic, social, and cultural features. As noted in the review of literature, Slack (1983) suggested that the environment could be considered anything outside of the organization. But since it was too difficult to focus on all of these factors, such a broad examination had little practical use. What seemed appropriate instead was to focus on only a few of the pertinent factors, while still trying to maintain a holistic perspective. Leifer and Huber (1977) advocated an even more focused approach where they divided the environment into two categories: general and task. The differentiation between these two is reviewed in chapter II. The following chart lists the various strategies identified in table 3, and recognizes the contextual factors that influenced them as identified by the researcher.

Table 5: General and task environmental factors influencing CWSA's organizational strategies

Year	Strategy	General Environment	Task Environment
1967	Structure Formalization	Social attitudes	Federal government, Able bodied sport, Disability sport
1968	Creation of National Team	Economy	Disability sport, Able bodied sport
1968	Development of Team Structure	NA	Disability sport
1968	Paralympic Games Preparation	Economy	Able bodied sport, Disability sport
1968	Fundraising for Paralympic Games	Economy	Able bodied sport, Disability sport
1969	Host National Games in Hamilton	Economy	Able-bodied sport
1969	Fundraising for Pan American Games	Economy	Federal government
1969	Pan American Games Preparations	NA	NA
1971	Host national games in Montreal	Social attitudes	Disability sport
1972	Host national games in Calgary	Social attitudes	Disability sport
1972	Fundraising for Paralympics	Economy	Federal government
1972	Paralympic Games Preparation	NA	Able-bodied sport
1973	Host National Games in Vancouver	Social attitudes	Disability sport
1973	Pan American Games Preparation	NA	Able-bodied sport
1974	Host National Games in Winnipeg	Social attitudes	Disability sport
1974	CWSA / COA Inclusion	Economy, societal attitudes	Able-bodied sport
1974	Pursue access to the National Sport Centre	Societal attitudes	Able bodied sport, Federal government
1974	Volunteer Recruitment	Economy	
1975-76	Toronto Paralympiad	Social attitudes	Federal government
1977	Pursue autonomy from CFSOD	Social attitudes	Disability sport
1978	Achieve residency in National Sport Centre	Social attitudes	Able bodied sport, Federal government
1978	Fundraising / Briklins	Economy	NA
1978	Fundraising / Sport Fund for the Physically Disabled	Economy, Societal Attitudes	NA
1978	Fundraising / Ada MacKenzie	Economy, Societal Attitudes	NA
1978	Wheeler's Choice Newsletter	NA	Able-bodied sport
1978	Sport Technical Development	NA	Able-bodied sport
1979	Organizational Development	Economy	Able-bodied sport, federal government
1979	Pursue inclusion into able-bodied sport organizations	Social attitudes	Federal government
1979	Promote grass roots development of wheelchair sports	NA	Able-bodied sport, Federal government
1980	Separation from CFSOD	Social attitudes	Disability sport
1980	Fundraising	Economy	Federal Government
1980	Sport section development	NA	Able-bodied sport
1980	Elimination of recreation	Social attitudes	Able-bodied sport
1981	Cooperation with CFSOD	Economy	Federal government
1981	Organizational structural changes	NA	Federal government
1981	Sport section development	NA	Able-bodied sport

Year	Strategy	General Environment	Task Environment
1981	Coaching development	Social attitudes	Federal government, Able-bodied sport
1982	Inclusion into the able bodied sport system	Social attitudes	Federal government, Able-bodied sport
1982	New Wheeler's Choice Magazine	Social attitudes	Able-bodied sport
1982	Provincial development	Economy	NA
1982	Sport section development	NA	Able-bodied sport
1982	Junior sport development	NA	Able-bodied sport
1982	Fundraising	Economy	Federal government
1983	Provincial Planning	NA	Able-bodied sport
1983	Fundraising	Economy	Federal government
1983	Paralympic Games preparation	NA	Disability sport
1983	Sport Section Development	NA	Able-bodied sport
1983	Junior Sport Development	NA	Able-bodied sport
1983	Research Committee Development	NA	Able-bodied sport
1984	Fundraising	Economy	Federal government
1984	Paralympic Games preparation	NA	Disability sport
1984	Junior Sport Development	NA	Able-bodied sport
1984	Volunteer Development	Economy	NA
1984	Sport Section Development	NA	Able-bodied sport
1984	Communications	NA	Able-bodied sport
1985	Rick Hansen's World Tour	Social attitudes	NA
1985	Fundraising	Economy	Federal government
1985	Fundraising	Economy	Federal government
1985	Sport Section Development	NA	Able-bodied sport
1985	Junior Sport Development	NA	Able-bodied sport, Federal government
1985	Classification	NA	Disability Sport
1985	Provincial Development	NA	Able-bodied sport
1985	Communication	NA	Able-bodied sport
1985	Fundraising	Economy	Federal government
1986	Fundraising	Economy	Federal government
1986	Rick Hansen's World Tour	Social attitudes	NA
1986	Communication	NA	Able-bodied sport
1986	Sport Section Development	NA	Able-bodied sport
1987	Rick Hansen's World Tour	Social attitudes	NA
1987	Provincial Development	NA	Able-bodied sport
1987	Fundraising	Economy	Federal government
1987	Marketing	Economy	Federal government
1987	Inclusion	Social attitudes	Federal government, Able-bodied sport
1987	International Development	NA	Disability sport
1987	Volunteer Development	Economy	Able-bodied sport
1987	Long-term Planning	NA	Federal government
1987	Sport Section Development	NA	Able-bodied sport
1988	Paralympic Games preperation	NA	Disability Sport
1988	Fundraising	Economy	Federal government, Able bodied sport
1988	Inclusion	Social Attitudes	Federal government, Able-bodied sport
1988	Sport Section Development	NA	Able-bodied sport
1988	Communications	NA	Able-bodied sport

Year	Strategy	General Environment	Task Environment
1989	Communications	NA	Able-bodied sport
1989	Provincial Development	NA	Able-bodied sport
1989	Inclusion	Social attitudes	Federal government, Able bodied sport
1989	Sport Specific Development	NA	Able-bodied sport
1989	Man in Motion Foundation	Social attitudes, economy	NA
1989	Fundraising	Economy	Federal government, Able-bodied sport
1990	Fundraising	Economy	Federal government, Able-bodied sport
1990	Office re-structuring	NA	Federal government, Able-bodied sport
1990	Inclusion	Social attitudes	Federal government, Able-bodied sport
1990	Strategic planning	NA	Federal government, Able-bodied sport
1990	Volunteer recruitment	Economy	NA
1990	Sport development	NA	Able-bodied sport
1991	Strategic planning	NA	Federal government
1991	Fundraising	Economy	Federal government
1991	Paralympic Games preparation	NA	Disability Sport
1992	Strategic planning	NA	Federal government
1992	Sport Development	NA	Able-bodied sport
1992	Inclusion	Societal attitudes	Federal government, Able-bodied sport
1992	Fundraising	Economy	Federal government
1992	Paralympic Games preparation	NA	Disability Sport
1993	Strategic planning	NA	Federal government
1993	Organizational re-structuring	NA	Federal government
1993	Inclusion	Societal attitudes	Federal government
1993	Sport development	NA	Able-bodied sport
1993	Communication	NA	Able-bodied sport
1993	Government relations	Economy	Federal government
1993	Man in Motion Foundation	Economy	NA
1993	Fundraising	Economy	Federal government
1993	Sport Development	NA	Able-bodied sport
1993	Inclusion	Societal attitudes	Able-bodied sport, Federal government
1994	Communication	NA	Able-bodied sport
1994	Inclusion	Societal attitudes	Able-bodied sport, Federal government
1994	Sport Development	NA	Able-bodied sport
1994	Fundraising	Economy	Federal government
1994	Government Relations	NA	Federal government
1994	Provincial Development	NA	Able-bodied sport
1995	Communication	NA	Able-bodied sport
1995	Organizational re-structuring	NA	Federal government
1995	Partnerships	Economy	NA
1995	Marketing	Economy, Societal attitudes	NA
1995	Fundraising	Economy	Federal government
1995	Sport Development	NA	Able-bodied sport

Year	Strategy	General Environment	Task Environment
1996	Marketing	Economy	NA
1996	Organizational re-structuring	Economy	Federal government
1997	Organizational re-structuring	Economy	Federal government
1997	Fundraising	Economy	Federal government
1997	Inclusion	Societal attitudes	Federal government, Able-bodied sport

The researcher addressed how context influenced the strategies identified in table 3 by reviewing the historical documents presented in appendix G, the interview transcripts and archival notes. Within the task environment, two factors immediately emerged as dominant: the economy and social attitudes towards persons with a disability. Within the 137 strategies, the economy was identified 46 times, while societal attitudes towards persons with a disability were noted 35 times. Forty-four percent (44%) (61/137) of strategies, however did not have a task factor associated with it, likely a result of the difficult nature in ascribing causality based on Singleton et al.'s (1988) criteria.

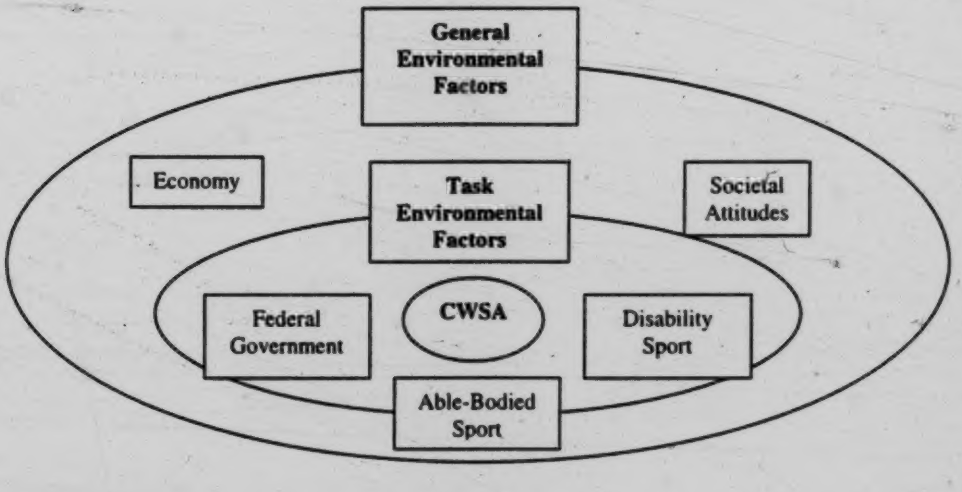
General Environmental Factors
Economy
Task Environmental Factors
Societal Attitudes
Federal Government
CWSA
Disability Sport
Able-Bodied Sport

Figure 5: CWSA's General and Task Environment

The task environment revealed three dominant influencing factors: the able-bodied sport system, the federal government, and disability sport. Able-bodied sport was inferred as having an influence on CWSA's organizational strategy formation 61 times, while the federal government was 58 and disability sport 15. There were 16 strategies of the 137 (11 %) where no task environmental factors were inferred to have a direct influence on CWSA's organizational strategy formation.

Task: Federal Government

In Canada, the structure and organization of amateur sports is referred to as a sport delivery system, which implies the involvement of numerous organizations working independently yet in concert towards one common goal (Thibault & Harvey, 1997). Macintosh and Whitson (1994) argued that the creation of this system "was the result of a conjecture of the interests of three key modernizing groups: the sport community itself, the government and the physical education profession" (p.35). In this study, two of the three factors were also identified as having a dominating influence.

The impact of the federal government emerged as one of the two primary influencing task- factors on CWSA's organizational strategies. To completely understand the influence of the federal government, it was necessary to review the overall partnership between it and the national amateur-sport delivery system as a whole.

Successive governments viewed success in international sport competitions as a way of promoting nationalism and not incidentally, encouraging people to identify these successes with their government (Keyes, 1989). The Canadian government's role in sport could be traced back to the mid-1950s when the Members of Parliament expressed concern over the pitiable showing of Canadian athletes in international competitions, specifically the 1954 World Hockey Championships and the 1956 Winter Olympics where Canada was defeated in men's hockey by the Soviet Union. These unfortunate results were then followed by a disappointing performance by the entire Canadian Summer Olympic team at the 1960 Olympic Games in Rome, Italy. At the same time, Canada's apparent poor level of fitness was also creating headlines with the record of debate in the House of Commons between 1956 and 1961 demonstrating a growing concern for the low fitness levels (Keyes, 1989; Kidd, 1991; Lincoln & Mills, 1998; Rea, DesRuisseaux & Greene, 1969, Westland, 1979).

As a result of these influencing factors, Parliament was encouraged to examine the role of the state in promoting sport and recreation (Allard & Bornemann, 1999). This evaluation led to the creation of the Fitness and Amateur Sport Act in 1961, which was enacted to encourage, promote, and develop fitness and amateur sport in Canada. This allowed the government of Canada to facilitate cost-sharing arrangements with the provinces and provide funding to volunteer-based national sport organizations (Westland, 1979).

During the national election campaign of 1968, the Canadian unity debate was gaining profile and Prime Minister Pierre Trudeau reflected on how sports could promote national harmony. Trudeau established a Federal Task Force on the issue that set a course for the government's emerging role in sport policy. One of the results of this task force was the creation of several arms-length sport agencies housed at a National Sport and Recreation Administration Centre in Ottawa (Lincoln & Mills, 1998; Westland, 1979).

While many amateur sport organizations were able to capitalize on the political changes in the late 1960s, wheelchair sport had difficulty developing a governance strategy because of various factors. The first, during the late 1960s and early 1970s, was the strong division within their own community regarding differing philosophical principles. One side viewed disability sport as a medium for achieving equality, accessibility, and tolerance, which were not limited to those who participated on the playing field. One respondent argued that "if you could move any person who was marginalized from being seen as a dependent or as a burden into a role of an organizer, politician, planner or contributor then everyone stood to gain." Therefore, to some, the key result for participation in wheelchair sport was developing personal self-esteem, improving social acceptance into society, and increasing opportunities for integration. One interviewee argued that this role was particularly important, during the early stages of CWSA's development, as "segregated workshops and schools, and a disenfranchised citizenry were common." Meanwhile, a second group of CWSA leaders deemed wheelchair sport as a venue to showcase athletic excellence. The differences between these two groups would ultimately have a significant influence on CWSA's marketing strategies, although this would not become evident until the 1990s.

The second primary reason why wheelchair sport was not able to capitalize on the early growth of amateur sport and develop a stronger governance strategy was society's perception that wheelchair sport was still a form of rehabilitation. "Western culture had historically associated disability with weakness, incompetence, and dependence, whereas sport had grown to encompass characteristics similar to that of the business world: aggressiveness, fitness, self-discipline, competitiveness, and the domination of the opponent" (Steadward, 1996, p. 26). To many, the images of sport and that of a person with a disability were not compatible.

Finally, CWSA was stunted in their early growth because of an immature infrastructure. The association was created in 1967 and during the association's first several years the federal government did not grant any administrative funding. In addition, there were a number of other issues that demanded attention by advocates for persons with a disability. Accessible transportation was not common and many persons with a disability were focused on issues such as employment equity and accessible housing.

Between 1971-1978, grants to national sport organizations grew from $6 to $39 million per year (Lincoln & Mills, 1998). The stimulus for this growth was a result of Canada's role in hosting the 1976 Summer Olympic Games, in Montreal, and the 1978 Commonwealth Games in Edmonton (Lincoln & Mills, 1998). Recognition of the important role sport could play also resulted from the 1972 Summit hockey series between Canada and the Soviet Union that arguably captured the attention of Canadians more than any other event. Finally, the creation of national sport organizations was pursued with the goal of promoting national unity in response to a perceived crisis of federal legitimacy, resulting from the growth of the Parti Quebecois, growing independence of western Canada, and demands for self government by aboriginal/indigenous persons (Westland, 1979).

In the 1960s and early 1970s, there was some evidence that the Canadian government's commitment to international sport success was producing regular and systematic conflicts with other government mandates (Macintosh & Whitson, 1990). One of these was a commitment to equity for persons with a disability. It appeared, however, that these goals were subordinated to what was seen as the real job of NSOs, constructing programs that would produce medal winners at international able-bodied sport competitions. These coercive pressures influenced officials within various NSOs and Sport Canada. Thus, during CWSA's earlier years, equity for persons with a disability may have been perceived as less important to the able-bodied national sport organizations than medals at major international competitions.

This perception would change on December 9, 1975, when the General Assembly of the United Nations adopted Resolution 3447, as part of the Declaration of the Rights of Disabled Persons. Persons with a disability were officially recognized as having "the same fundamental rights as their fellow citizens of the same age and this implied first and foremost the right to enjoy a decent life, as normal and full as possible" (DePauw & Gavron, 1995, p.103). This declaration encouraged the Canadian federal government to rethink their attitudes towards wheelchair sport and in 1978, CWSA was admitted as a resident at the National Sport and Recreation Centre in Ottawa. This change signified the formal beginning of institutional pressures exerted from the federal government upon CWSA's organizational strategies because of their close proximity and direct funding.

In 1978, CWSA received its funding from the recreation side of the Fitness and Amateur Sport government ministry. This was a problem for many within CWSA because they wanted to be recognized as a sport association and move away from the stigma associated with recreation and rehabilitation. One respondent noted this sentiment: "within a few short years, the association had gone from nothing, to non-resident to resident but we always had a fitness consultant and not a sports consultant." Residency status, therefore, did not necessarily coincide with being recognized as a national sport organization by the government. "To the federal government, wheelchair sport was a recreational activity. To them it was more prestigious to deal with able-bodied sports then sports for the disabled" reported one interviewee.

Another interviewee mirrored this perception by remembering a government consultant attending the national wheelchair games in Vancouver and making disparaging remarks about the poor quality exemplified by the athletes.

> She/He was your basic macho type and she/he used to laugh at the whole thing. She/He thought it was a bit of joke. She/He was just too macho to admit that these guys are athletes. We had a bit of a problem with that. They were both you know, big macho jock types. Somebody overheard them making a really disparaging remark at the games. There was an incident where she/he said in the lobby lets go and look at some real sport, there's a women's field hockey championships going on across campus.

While this patronizing attitude persisted and annoyed many wheelchair athletes and volunteers, it may have actually worked to their benefit. One respondent suggested that some CWSA volunteers even encouraged a focus on the poor disability profile when it best suited them.

> Poor crip; guys played that and played that well, they always did. I used to smile myself; we don't want any special favours, we're a bona fide association. And we should get special dispensation because we don't meet all of the criteria? For example, all provinces needed to be participating but the smaller more obscure groups like athletes with disability all used the "we are small and narrow and therefore we need special dispensation" because after all we're different but we need extra airfares, etc. Most people saw us as the old special interest group. Even if you were really good, if you got in everybody thought that you were just a token.

Another significant activity that exemplified the government's influence on CWSA organizational strategies was the 1976 TORONTOYMPIAD. The government funding originally set aside for the games was used instead to create an umbrella organization to oversee all disability sport organizations in Canada. As noted in other sections of this study, the development of this organization (CFSOD) had a significant influence on CWSA's marketing, governance, and inclusion based strategies.

One interviewee reflected on the activities that took place prior to and during the TORONTOLYMPIAD.

> In 1972 we said it was our turn so we put in a big bid to host the games in 1976 to England. Then I really started to worry about how we were going to raise the funds and we had a very modest budget of two million dollars: a quarter of it was supposed to come from Ontario, 1/4 from the feds and 1/4 we would raise through ticket sales, and 1/4 from the different countries and athletes. And our Canadian government got into this bind where they could not accept South African athletes into our country. We argued that this group was the only one that had broken apartheid and so they finally said that they needed proof and it was arranged that the Canadian consulate in Cape Town would visit the games in South Africa when the team was being chosen. At the last minute they backed down and said the Canadian embassy is not to verify games, it's got more important things to do. So they never saw it with their own eyes. The Canadian government had already given us $50,000 and they demanded it back. This was about a month before the games had started and the Ontario government said hey we're going to back out too if the feds aren't going to give you any money we're not going to either. We said to the Ontario people you don't need a foreign policy, you're just a province. Help us out. And we said to the feds to hell with you and it hit the newspapers big.

The federal government eventually relented and, as noted earlier, directed the money towards the creation of another disability sport organization, CFSOD. What this was supposed to mean was more effective management and leadership for all of disability sport. One respondent perceived the creation of CFSOD, however, as a misuse of funds.

> In retrospect the 500 grand was probably not used very prudently for the development of sport. The coordinating committee was a federal initiative that tried to force disability sport together, which is something others resisted. Blind and amputee sport wanted to run before they could walk and wheelchair sports always felt like they were being held back.

Another respondent suggested that the decision to create CFSOD, while having many negative connotations, forced CWSA to begin their own formal strategic planning process. When asked to reflect on the strategies employed during her/his tenure, the response was that there were very few strategies prior to the creation of CFSOD because of the nature of the organization.

> In my time we were trying to promote only wheelchair sports, not sport for the disabled. It was the only thing we believed in. There was no big strategy. We never spent five minutes on the phone talking about what we could do. It was more combined, like a couple of friends getting together trying to achieve something. But in 1976, after the creation of the Committee of Sport Disabled, it became a matter of having to pull strings, politics, talking to this one, talking to that one. So I really found that annoying and boring. I was there to be involved with sports. I was not involved in sport for the disabled. I was involved in sport.

While some saw the changes resulting from the 1976 games and invitation to become residents within the National Sport and Recreation Centre as negative, they were undeniably significant to CWSA's history. Prior to 1976, CWSA focused mainly on survival and as a result, the organizational leadership placed little importance on strategic planning. Because of the organization's voluntary nature, the association's leadership was left with little time for matters pertaining to long-term strategies and consequently their plans were often short-term and reactive. With the invitation to become a resident in the National Sport and Recreation Centre and money being allocated through CFSOD, CWSA was able to access funding for a full-time Executive Director which then helped them design and implement a strategic plan and become a legitimate national sport organization.

CWSA's move to Ottawa and their subsequent close proximity to government funding meant an increase in prestige and financial solvency. It also contributed to a gradual but steady loss of autonomy. The loss of autonomy coincided with the evolution of CWSA's organizational structure, which evolved from a simple one and voluntary governance model towards a more professional and bureaucratic form as described by Kikulis, Slack, and Hinings, (1992) and Macintosh, Bedecki, and Franks (1987).

CWSA then became sensitive to threats of funding withdrawal that was a trademark of the federal government's relationship with most NSOs. The financial dependency of CWSA on Sport Canada, influenced CWSA to imitate other organizations that seemed to have a successful relationship with the government. These mimetic pressures were revealed by CWSA adopting similar strategies that they perceived would guarantee or at least improve their chances for continued funding. These included developing quadrennial plans, enhancing relationships with other government priority groups and hiring specific staff positions.

Trying to appease the government was difficult, however, because of the "merry-go-round" of federal ministers responsible for sport during the 1980s. One interviewee remembered this time as "a period of turmoil. We went through so many ministers I can't even count."

CWSA strategies were also strongly influenced by the federal government in 1981, as it was declared the International Year of Disabled Persons. In preparation for this, Parliament established a Special Committee on the Disabled and the Handicapped, chaired by David Smith. In February 1981, the committee presented the *Obstacles Report* with 130 recommendations pertaining to the inclusion of persons with a disability. In 1985, the report on the Parliamentary Committee on Equality Rights, chaired by Patrick Boyer, was also issued which contained two chapters pertaining to persons with a disability. In response to these two reports, the Minister responsible for the Status of the

Disabled Persons in December 1985, committed $16 million over five years to assist persons with a disability being included into Canadian society (Young, 1992).

From 1984 to 1988, the autonomy of CWSA from the federal government appeared to lessen gradually. One of the major initiatives instituted by the federal government that contributed to this decline was the *Best Ever* program, which supported organizations participating in the Olympic Games. Although CWSA did not qualify for this specific program, the mimetic pressures and implications were felt indirectly. In order to qualify for the *Best Ever* funding, NSOs were required to complete quadrennial program plans (QPP). The development of QPPs was facilitated through planning meetings in 1983 and 1984, which helped NSOs develop goals and objectives for their elite sport programs. Sport Canada evaluated these plans and allotted funds to each NSO to aid with their implementation. As a result of this program, the federal government no longer reacted to the requests made by NSOs for funding, but rather wielded substantial leverage by influencing their strategic goals, structure and management systems. Eventually, the federal government determined that all NSOs, regardless of whether they were applying for funds from the *Best Ever* program, should complete a QPP. The process of completing QPPs required the attention of full-time staff and thus this change gave professional staff the opportunity to be more involved with important decisions which traditionally had been the domain of the volunteer. This change represented transference in archetype from the kitchen table, to the boardroom, to the executive office (Kikulis, Slack & Hinings, 1992).

The introduction of these strategic planning programs changed the structural arrangements of the NSO. Kikulis, Slack, and Hinings, (1992) Macintosh, Bedecki, and

Franks (1987), Macintosh and Whitson (1994) and Slack and Hinings (1987) all suggested that this change would lead to a more professional and bureaucratic type of organizational design. An external push by Sport Canada and an internal pull by professional staff and some volunteers, who perceived the change as creating better controls and enhancing decision-making abilities, allowed this change to occur. Some also perceived this change as a non-decision with the only alternative being to forgo funding from the federal government. CWSA was similar to their able-bodied brethren in this regard and saw significant influences from staff being made upon the various strategies of the association.

In 1988, the government made a drastic change in the way it viewed national sport organizations as a result of Ben Johnson testing positive for an illegal substance at the 1988 Seoul Summer Olympic Games. The resulting *Dubin Inquiry* and *Task Force on National Sport Policy Report* identified a need for change within the national sport structure and this trend would continue until the early 1990s as the government tried to distance itself, philosophically and financially, from the negative connotations of amateur sport (Best, Blackhurst & Makosky, 1992). One of the recommendations from the *Dubin Inquiry* was to improve the accessibility of sport programs for all Canadians and specifically those with a disability. This report also recommended that funding should be based on the national sport organization's accessibility and encouragement of women, minorities, disadvantaged groups and persons with a disability. The minister's task force report, *Sport: The Way Ahead*, completed a few years after the *Dubin Inquiry*, also suggested that the concepts of equity and accessibility should be built into the framework of Canada's sport system. Coercive pressures resulted from these policy recommendations and drastically influenced the strategies carried forward by CWSA and its partner NSO's. It appeared that able-bodied sport organizations were suddenly willing to negotiate for the inclusion of wheelchair athletes, particularly if they perceived that this would lead to more government support.

In the early 1990s, CWSA was influenced by the federal government's decision to cut support for many national sport programs. By 1987, the federal government was spending $66.7 million a year on NSO programs (Lincoln & Mills, 1998). The late 1980s and early 1990s, however, were characterized by federal budgetary restraint, during which contributions were cut for all sport programs by approximately 25%. In addition, the government conducted a major review of its funding eligibility program and the *Sport Funding and Accountability Framework* was introduced. This process reduced to 38 the number of organizations that were eligible for funding from the federal government and reflected a new priority of supporting only the best high-performance athletes (Jollimore, 1995). CWSA did not complete this framework document, as it was perceived to be inappropriate for disability-based, multi-sport organizations.

Also during the early 1990s, were two government-directed, disability-specific initiatives that significantly impacted CWSA's inclusion strategies. *The National Strategy for the Integration of Persons with a Disability* was introduced in 1991 and with a budget over $157.8 million, the goal of this program was to address barriers to participation in various aspects of daily living for persons with a disability. As part of this initiative, Fitness and Amateur Sport announced that it would be spending $4 million to expand opportunities for Canadians with a disability to participate in physical activity and competitive sport (Young, 1992).

The second significant influence was a 1993 program review, designated to identify and eliminate areas of duplication in federal government programming (Allard & Bornemann, 1999). In June, Canadian Heritage Minister, Michel Dupuy announced that the federal government would fundamentally alter its funding strategy and relationship with the amateur sport system. Dupuy's Heritage Ministry managed amateur sports spending, although it accounted for less than three per cent of its $2.8 billion budget (Starkman, 1994). Dupuy's task force on federal sport policy, initiated, in part, because of the Ben Johnson scandal, determined that the federal government was endeavoring to support too wide a spectrum of sport activity. In other words, the government was spreading the taxpayer's dollars too thinly. They positioned this statement by noting that Canada was the only country when compared to those with a similar population base that funded such a high number of sport organizations. Canada, Dupuy argued, could no longer afford this approach (Best, 1994; Jollimore, 1995).

In April 1995, the Government of Canada delivered its intentions to drop funding support to 22 national sport organizations (NSO). Thirty-six other NSO's got letters of reprieve, as their federal funds would continue, at least for one more year. "That 22 sports didn't make the government's priority list was in keeping with Heritage Minister, Michel Dupuy's edict that tax dollars should henceforth be concentrated on high performance sport" (Jollimore, 1995). Many sport service groups also learned that their funding would be cut by up to 30%. The government made it very clear that it wanted to get out of funding administrative salaries, and instead transfer the majority of the workload to volunteers (Christie, 1995).

Ultimately, the funding cuts influenced all NSO's. Macintosh and Whitson (1990) reported that out of 65 active national sport organizations surveyed, 50 relied heavily upon the federal government for 50% or more of their total revenues. CWSA was less dependent upon the federal government than some other NSO's, but their dependence still represented one third of total revenues. With these funding changes, amateur sport as a whole was described as "rudderless with no one at the helm of a sinking ship prepared to make the hard decisions to keep things afloat" (Starkman, 1994).

Eventually, Sport Canada did not spare CWSA, receiving news in the late 1990s that monies would be given directly to the able-bodied sport organizations that serviced their athletes. One interviewee noted that "politics impacted us tremendously because that was the day that the gravy train was over for government funding and it didn't seem to matter what party it was, which suggested that maybe it was a bureaucratic."

The gradual loss of preferential treatment by the federal government to CWSA may have been the result of a decline in the Canadian economy, which placed governments and private organizations under tighter financial guidelines. Both the Progressive Conservative and Liberal governments, during the 1980s and 1990s cut social services and health care related services. As a result, disability sport organizations such as CWSA were forced to pursue other sources of funding, often through third party fundraising.

The transition from government grants to third party fundraising was difficult, however, as paternalistic relationships with the government fostered a dependency relationship. CWSA was thus placed in a position where they had to fight against ingrained dependency habits while trying to aggressively fundraise in a competitive marketplace. Normative pressures, thus became evident from individuals who claimed knowledge within the area of fundraising.

Finally, normative pressures were felt from the federal government as they committed to the concept of fast-tracked inclusion. Announced in 1997, this program meant having able-bodied sport organizations directly responsible for the delivery of services to wheelchair athletes, in addition to the able-bodied athletes they currently represented. Within this transference, disability sport organizations, such as CWSA, would lose the majority of their funding.

This move towards full inclusion resulted, in part, from assessments made by Sport Canada which suggested that the technical competency and initiatives of disability sport organizations to promote development were largely unsuccessful (Johnson, 1997). In a number of press releases, Sport Canada noted that the best way to develop the technical expertise for athletes with a disability was to immediately link them with the existing able-bodied sport system. This process coined as fast tracked inclusion meant that CWSA was "getting into the business of getting out of business" (Johnson, 1997, p. 1).

Sport Canada claimed that the underlying rationale for this process was rooted in the findings of the *National Strategy for the Integration of Persons with a Disability* tabled years earlier. Recommendation #31, in particular, encouraged the integration of athletes with a disability into sport governing bodies through funding and technical support to the NSOs in order to assist these groups with the integration process and to provide programming for athletes with a disability.

Task: Disability Sport

The second main task factor associated with the situational context was the disability sport movement. Following World War II, Sir. Ludwig Guttmann, the director of rehabilitation at the Stoke Mandeville Hospital in England encouraged returning war veterans with spinal cord injuries (SCI) to participate in sport and recreation activities as part of their rehabilitation programs (Labanowich, 1988). The focus on SCI and not other disabilities was eventually mirrored by rehabilitation hospitals in North American because of "the leadership provided by physicians and therapists who returned home following training at Stoke Mandeville Hospital, where they had been exposed to Guttmann's advanced concepts of medical rehabilitation" (Labanowich, 1988, p.267).

Guttmann voiced no remorse regarding this decision to confine programs to individuals with spinal paralysis and he defended his actions by advocating the formation of other international disability sports organizations. Guttmann also helped establish the International Blind Sport Association (IBSA) and the Cerebral Palsy International Sport and Recreation Association (CP - ISRA). The creation of these organizations had the effect of further institutionalizing, or in some people's minds segregating disability sport, not only from the mainstream sport system but from each other as well (Labanowich, 1988).

While CWSA was influenced by Guttmann's ideologies, they were also able to adapt his teachings to reflect a North American paradigm. While respecting the models and systems used by ISMWSF and at the Stoke Games, one respondent reflected on North America's contextual environment:

> We ran into one or two problems. Guttmann insisted that they (the Pan Am Games in 1967) be Paraplegic rules based, and therefore amps for example weren't allowed in. There was a major fight and we went with the American model, which was even in those days open to all persons with a disability who wanted to use a wheelchair, regardless of whether they needed to use a wheelchair or not. So we modified the rules slightly to add a classification in the point system for amps and other kinds of people such as those with CP.

Guttmann also played a significant role in the development of CWSA, as he introduced Dr. Robert Jackson, the first President of CWSA, to the disability sport movement. Jackson met Guttmann on two separate occasions, first in Stoke Mandeville and second in Japan during the 1964, Tokyo Summer Paralympic Games. It was there that Jackson made his promise to Guttmann that he would bring a Canadian team to the 1968 Paralympic Games in Israel.

In 1976, Jackson made another significant contribution to the disability sport movement when he promoted the inclusion of persons with a disability, other than those who had spinal cord injuries, into the Paralympic Games. This decision marked, for many, the beginning of the multi-disability sport framework that resulted in the creation of the Canadian Federation of Sport Organizations for the Disabled (CFSOD), which later became the Canadian Paralympic Committee (CPC).

Disability sport also influenced CWSA by presenting a fractured model to follow. The organizational structure of international disability sport, after which the national bodies were often modeled, was fragmented. This was the result of territorial battles, which caused stagnation in growth areas and confusion, not only to the population they serviced but also to the general public and the sports world in general. This situation was mirrored by the Canadian national disability sport governing bodies which affected CWSA's strategy formation, and in particular the ability to govern. While CWSA board members and staff tried to focus on provincial development, they were often consumed with power struggles at the national level with other disability sport organizations.

This occurred particularly with the introduction of the Canadian Federation of Sport Organizations for the Disabled (CFSOD) to the disability sport community in 1976. Years later, the international disability sport system would follow Canada's lead and create the International Coordinating Committee (ICC), which became the International Paralympic Committee (IPC). CFSOD influenced CWSA's overall governance, as CWSA was forced to collaborate or at the very least, acquiesce to an umbrella organization in order to access resources from the federal government. These pressures reflected the formal and informal coercive mechanisms exerted by the federal government and from CFSOD. The federal government was able to exert these pressures because of funding stipulations, while CFSOD applied informal pressures because of shared office space with CWSA in the National Sport and Recreation Administrative Centre.

CFSOD also influenced CWSA's ability to pursue inclusion into the able-bodied sport system. The federal government wanted athletes with a disability serviced as a group of disabled persons versus a group of sport specific athletes and therefore, what may have influenced CWSA's inclusion based strategies was the perception from the able-bodied sport community that inclusion of wheelchair athletes would also require the inclusion of athletes with other disabilities such as those with a visual impairment or cerebral palsy. Two respondents suggested that the organizations and infrastructure that supported athletes with visual impairments, cerebral palsy, and other impairments, other than spinal cord injuries, were less sophisticated than CWSA's and as a result, their athletes had not advanced to CWSA's higher level of training and performance.

Consequently, these other disability sport groups were perceived as "holding CWSA back" from achieving their goals of inclusion.

Finally, the creation of CFSOD and the emergence of other disability sport organizations influenced CWSA's marketing strategies. The other disability sport organizations had, as noted earlier, not advanced to the same level of sport excellence and organizational sophistication as CWSA. With a ten-year head start, CWSA had a far deeper pool of talented athletes, with some being recognized by their provinces or local municipalities as Athlete of the Year. Athletes with visual impairments, amputations, and cerebral palsy also had far fewer competitive opportunities and competitors to push their development and thus, there was initially a need for them to focus more on mass participation and recreation. CWSA, which wanted to be perceived as an elite sport organization and not as a rehabilitation adjunct for the handicapped had to fight for separation from those that were supposed to be partners.

Inclusion strategies were also heavily influenced by the lobbying efforts of an international commission, mandated by the International Paralympic Committee (IPC) to pursue inclusion into the Olympic Games and other major international able-bodied competitions. With the hopes of using amateur sport as a vehicle to support and enhance the quality of life for people with disabilities, the IPC approved in 1989 the creation of the International Committee on Integration for Athletes with a Disability. The name of this committee was later adjusted to the Commission for Inclusion of Athletes with a Disability (CIAD) to better reflect the evolving ideology from integration to inclusion (Lindstrom, 1992).

CIAD was described as a Canadian initiative that resulted, in part, from the fact that several committee members were Canadians, including the chairperson (Rick Hansen) and the Executive Director. In addition, the office housing CIAD was located at Canada's National Sport and Recreation Administration Centre in Ottawa and was funded by the Canadian federal government. The final element leading to this perception was that the International Paralympic Committee's President, Dr. Robert Steadward also was a Canadian (Legg, 1996).

CIAD influenced CWSA strategies through a number of mechanisms. Many able-bodied sport organizations began to equate the concept of inclusion with full medal status inclusion into major games, particularly the Olympics. This may have frightened away some able-bodied sport organizations, which were not prepared to be the flag-bearers for this movement. Others may have simply avoided the concept for fear of being publicly denounced for exclusive practices. Another group of able-bodied sport organizations may have also overlooked the potential for inclusion in grass roots programs because of the assumption that inclusion was meant only for the highest levels of competition (Legg, 1996).

The historical undertones of disability sport also seemed to influence CWSA strategies by affecting those who were interested in volunteering with the association. While the association leadership preached a sport-first mentality, those who were President often had backgrounds in health-related professions. Dr. Robert Jackson was a surgeon, while Dr. M.L. Van Vliet was the Dean of Physical Education and Recreation at the University of Alberta. Sharon Cook worked professionally in geriatrics, while Laural Crosby was first introduced to wheelchair sport as a recreation therapist.

It was suggested that this preponderance for attracting people from health related professions and not from business influenced a number of CWSA strategies. While beneficial in that "the financial tail must not be allowed to wag the non-profit dog" (McFarlan, 1999, p. 68), certain business skills may have been beneficial. The financial difficulties associated with fundraising strategies, for instance, may have benefited from business leadership; yet in the few instances when this occurred, such as Tom Prowzowski becoming chair of the marketing committee in the late 1990s, he quickly became frustrated with CWSA's lack of business acumen and resigned.

Task: Able-Bodied Sport

The third primary task factor that influenced CWSA's strategy formation was the able-bodied sport community. Institutional theorists suggest that organizations typically engage in role modeling behaviours, where strategies and cultural norms are modeled upon the actions of the dominant organization in their own sector (DiMaggio & Powell, 1983; Meyer & Rowan, 1991; Meyer & Scott, 1983). As noted earlier, disability sport organizations fell into the broader category of Canadian amateur sport and thus, as a constituent, they conformed to the institutional beliefs and practices from this larger system.

These institutional pressures were felt by CWSA before they were even formed. One interviewee recalled the assistance offered from able-bodied sport officials when CWSA was in its earliest stages of development. "Officials from the able-bodied sport world in Manitoba gave us advice on how to organize, plan, create flow charts. We began to deliver organizational methodologies and volunteer recruitment." This form of imitation continued throughout CWSA's history with the development of coaching manuals, sport technical committees, official's development workshops and national team quadrennial plans. CWSA's vision was to be viewed as a legitimate sport association and thus they tried as much as they could to act like one.

Mimetic pressures from the able-boded sport system focused on governance strategies. CWSA tended to model itself after similar organizations that they perceived were successful, both financially and from a service perspective. To emulate these organizations, CWSA began to develop similar job positions. Examples included technical directors, marketing consultants and communication managers. These mimetic pressures intensified when CWSA moved to the Canadian Sport and Recreation Administration Centre where they were surrounded by what was perceived as the most successful amateur sport organizations in Canada.

Able-bodied sport also influenced CWSA marketing strategies because of the legitimacy acquired by simply being a national sport organization. One respondent suggested that being housed at the National Sport and Recreation Administrative Centre was enough to impress a potential corporate sponsor.

An office in the National Sport Centre by osmosis gained credibility. As an example, when we were setting up the Sport Fund for the Physically Disabled with the Royal Bank.

> We were initially dealing with Roland Frazee at the Royal Bank. When we initially set it up, his first question was "who are you?" Well we're this and that and two days later a representative of the Royal Bank showed up at the sports centre to talk to me and he was really interested and his question was "are you guys legitimate?" Oh, I knew where he was coming from. So I showed him our trial balance, showed financial position, took him on a little tour of the floor which was Softball Canada, Table Tennis, Canadian Parks and Recreation, Lacrosse, and Canadian Amateur Hockey. So this guy began to recognize that CWSA was a legitimate national sport organization and quite honestly had we been at my kitchen table.

> So I think that legitimization or credibility was really important. You sort of were in a position then to say we have legit athletes and we have legit championships.

Normative pressures from the able-boded sport system also influenced CWSA's governance and fundraising strategies through the process of imitation. In 1978, a proposal was submitted to the board that a magazine would improve CWSA's communication and marketing strategies. The board was convinced that this would be a worthwhile venture, in part, because other successful able-boded sport organizations also had them. A considerable amount of time and money was then spent on developing *Wheelers' Choice*.

Other normative pressures from the able-bodied sport systems influenced CWSA's governance strategies. The training of professionals would often create "a pool of almost interchangeable individuals who occupied similar positions across a range of organizations and possessed a similar orientation" (DiMaggio & Powell, 1983, p.152). Consequently, sport management professionals frequently exhibited similar ideological positions about the function of sport (Slack & Thibault, 1988). Within CWSA, the vast majority of staff previously worked for another provincial or national sport organizations. Examples of this included Clare Gillespie who had been director for the Canadian Colleges Athletic Association (CCAA), John Smyth who had been Executive Director for the Canadian Sport Parachuting Association (CSPA) and Karen O'Neill who had been a consultant with Fitness Canada. The skills and ideas that these individuals gained while working in the able-bodied sport organizations were then transferred to the wheelchair sport setting.

General Contextual Factors

While task factors were easily identified as noted earlier, the general contextual factors were more difficult to pinpoint as having a influence on CWSA's strategy formation. Only two general task factors were identified in the assessment presented in table 5: economy and societal attitudes. Two other factors that were proposed by Porter (1980) and were not identified in this study were technology and politics. The identification of the federal government as a task factor, however, likely eliminated politics from being labeled as a general factor while technology did not appear at any time to have a significant impact on CWSA's organizational strategy formation.

General: Economy

CWSA's governance and marketing strategies were affected by the Canadian economy with the main environmental factor suggested by one interviewee being the lack of financial support. "I say lack and its really not lack. It was a downsizing of financial support from our three primary supporters: Sport Canada, Man in Motion and Great West Entertainment."

As traditional funding from Sport Canada was reduced, alternatives such as corporate sponsorship became increasingly more attractive and necessary. While not having a direct impact, the strong Canadian economy in the 1970s allowed CWSA to send teams to distant competitions when funding from the government was relatively poor because of benevolent and generous sponsors.

The nation-wide economic decline in the 1980s resulted in fewer dollars available to sponsor athletic events which also forced many companies and public trusts to refocus their priorities. This pattern was magnified after Ben Johnson's positive test for an illegal substance at the 1988 Seoul Summer Olympic Games with negative publicity causing more businesses to move away from an association with elite sport. Some corporations, which traditionally supported wheelchair sport events, also renegotiated agreements or terminated relationships when exposure was not what they expected or when the economic environment demanded restraint. Examples of this included Nabob Foods and Brentwood Health Care Supplies.

General: Societal Attitudes

Canadian societal attitudes influenced CWSA's strategy formation through the public's perception of persons with a disability and wheelchair sport. From the first wheelchair games in Stoke Mandeville, England, there were a number of remarkable changes within the external qualities, structure, and values of disability sport and society that ultimately influenced CWSA's organizational strategies. Historically, the medical establishment dominated society's perception of persons with a disability (Calzonetti, 2000) and this focus on rehabilitation influenced the way in which the public perceived CWSA by focusing more on the disability than athletic ability.

Social perceptions thus impacted marketing strategies, as the goal of CWSA was to convince the public that wheelchair athletes were athletes first and disabled second. It was this perceived sense of pity towards those who had a disability that was a primary impetus for staging the wheelchair Pan American games in 1967. One respondent noted that they decided to host the games, if for no other reason, than to open the public's eyes to their abilities.

> We began to be seen as isolation, segregation, the charity image, the hospital, the medical image. And as the Pan Am games came to Winnipeg there was no acceptance, there was no welcome for wheelchair athletes.

This perception continued after the games as one interviewee suggested that the public saw persons with a disability in the following light.

> Oh you poor sole, you're handicapped but we'll do this for you. Somebody to be left at home. We did some innovative things like taking a group out for a fishing trip on a bunch of barges. Proving to people that they could do it. It was the same with wheelchair sports. The first games were played in E+J (Everest and Jennings) hospital chairs with the breaks and everything else and the pet trick was going by and putting somebody's breaks on.

Social perceptions of persons with a disability also influenced CWSA's earliest governance strategies. The 1960s were a time when many groups demanded equality. Persons with a disability, while not as publicly prominent in their fight for equality as other groups, were still influenced by this prevailing social mood.

Eventually persons with a disability were mainstreamed into society with a focus on architectural accessibility and employment equity. In wheelchair sport, however, there was difficulty in being accepted as athletes. This was exemplified by wheelchair sports being presented in the lifestyle section of a newspaper rather than the sports section.

> To me that was the big one. I remember the first year that was way back in 1958 because at the time we took part in the national U.S. games and in the newspaper we had a report in the social pages. So for us it was a long walk! What I was always displeased with was the slowness of society to adjust to what we were telling them, that we were sports and not socializing or recreation.

One of the respondents for this study also reflected upon these early perceptions from society:

> We were fighting for an image. People couldn't accept the fact that a person in a wheelchair could be an athlete. It just didn't compute. If somebody saw a wheelchair they'd call an ambulance. It wasn't quite that bad, but remember, there were not any curb cuts and ramps were not in the building code.

Patronizing attitudes were ultimately reflected by terminology and funding criteria from the federal government and opportunities for inclusion into the able-bodied sport system. Often the policies and programs in the 1960s and 1970s were based on paternalistic feelings of servicing the disabled persons versus empowering the person with a disability. While some would perceive this as a minor issue of semantics, many saw it as a change in attitude where the person was seen first as a person, instead of as a disability. Coercive pressures from the federal government, which supported this change in terminology and mindset, were then transferred to the able-bodied sport organizations and this influenced inclusion-based strategies.

In 1981, the International Year of the Disabled continued to capitalize on this changing social mindset.

> Socially, it was a period beginning in 1981 being declared Year of the Disabled by the United Nations that saw people with disabilities becoming visible to the public and empowered to participate fully in all aspects of community life. Also a period of sport where women and women's issues had a major impact on sport development.

The impact that inclusion had on able-bodied sport organizations was significant. Later that decade, Terry Fox began his Marathon of Hope and Rick Hansen began his Man in Motion World Tour. Both individuals were wheelchair athletes and would set an extremely high standard of what persons with a disability could accomplish. In the 1990s, athletes such as Jeff Adams and Chantal Petitclerc became provincial and national media figures and further propelled the image that wheelchair athletes were athletes, often being highlighted on television sports shows and newspaper sport columns.

The continual fight for legitimacy in both sport and society may have fostered a strong inter-group bond amongst those athletes and organizers with a disability. This culture was evident when CWSA choose its first full-time Executive Director with the board being divided over its decision to hire someone without a disability. One respondent remembered that there were a number of concerns expressed unofficially.

> I know there was some discombobulating with the board that they hired a walker. My understanding of this was that it was not just like every other sport. You needed to be much closer to it, much more chauvinistic, until it becomes your whole world. That's why for many, I think, they really would have preferred a wheelie.

This issue did not emerge at any other time and since Gary McPherson's resignation as President in 1993, neither the President, nor CWSA's Executive Director/Director General has been a person with a disability.

d) **Summary**

The first portion of this chapter identified three major strategies employed by CWSA over a 30-year history: inclusion, fundraising and governance. These strategies appeared to be somewhat deliberate and few would question the leadership role played by Presidents and Executive Directors in each. The behaviours demonstrated by CWSA leaders included those identified by Kouzes and Posner (1994): challenging the process, inspiring a shared vision, encouraging the heart, modeling the way, and enabling others to act. Organizational strategies, however, were also heavily influenced by the changing environment and benefited from timing and circumstances. The contextual factors that influenced these strategies included the federal government, disability sport, able-bodied sport, the economy, and societal attitudes towards persons with a disability.

CHAPTER V: DISCUSSION

This study identified and examined the effects of three influencing factors on strategy formation: leadership, situational context and organizational history. In this part of the study, the relationships among these factors are presented and are based on the results in chapter IV and the full history in appendix G. Beyond the response to the research question posed in chapter I are also a number of other major findings.

The research question posed in chapter I asked if Leavy and Wilson's (1994) model of strategy formation reflected the strategy formation processes that occurred in CWSA over a 30-year period? As noted in the review of literature, there were a variety of approaches to addressing organizational strategy with one end of the continuum being deterministic, where the external environment was the dominating impetus for change. Using this approach, authors such as Goodstein and Burke (1991), assumed that external forces motivated the overwhelming majority of organizational change. Thus, the executives of an organization would merely respond to these forces. At the other end of the continuum was the voluntaristic approach (e.g. Ginsberg, 1988; McGahan & Porter, 1997), which viewed the individual as having ultimate influence. Within this study, it was noted that both voluntaristic and deterministic models were relevant to the model of strategy formation and this understanding was also reflected in the model of strategy formation developed by Leavy and Wilson (1994).

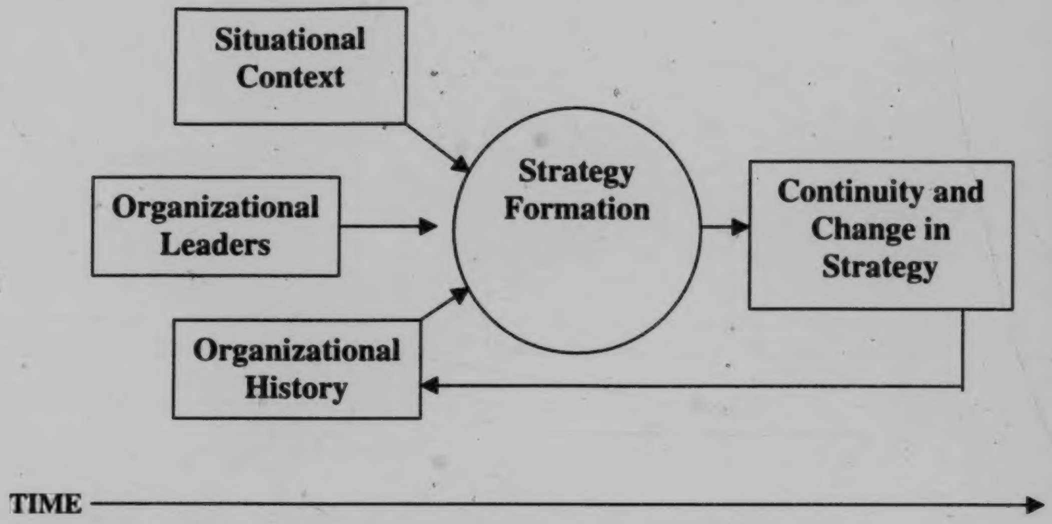
Situational Context
Organizational Leaders
Organizational History
Strategy Formation
Continuity and Change in Strategy
TIME

Figure 6: A framework of strategy formation (Leavy & Wilson, 1994)

Similar to Leavy and Wilson (1994), the results from this study suggested that leadership and the contextual environment significantly influenced organizational strategy formation. This was confirmed by examining each of CWSA's organizational strategies over a 30-year period with the demonstrated leadership behaviours, based on the description of leadership by Kouzes and Posner (1994), and the associated general and task environmental factors. The direct comparison as to whether Leavy and Wilson's (1994) model explained the organizational strategies identified in chapter IV is the focus of the remainder of this chapter.

a) Leadership

Leadership was defined in chapter II as positively influencing improvement and useful change at the organizational level. To help identify the positive influences that CWSA leaders had on organizational strategies, the leadership framework presented by

Kouzes and Posner (1994) was adopted. The five behaviours identified by Kouzes and Posner (1994) were tabulated with results suggesting that CWSA leaders exhibited a number of them at varying times but at no time were all concurrently practiced. This was not surprising as leaders exemplified the five behaviours presented by Kouzes and Posner when they were at their leadership best.

Nevertheless, while no Executive Director or President concurrently exhibited these five behaviours it was still evident that each played a significant role, specifically in relation to the organization's strategy formation. An understanding of CWSA's organizational strategy formation process thus began in the same way that Leavy and Wilson (1994) initiated their original assessment; by recognizing that leadership directly impacted strategy formation.

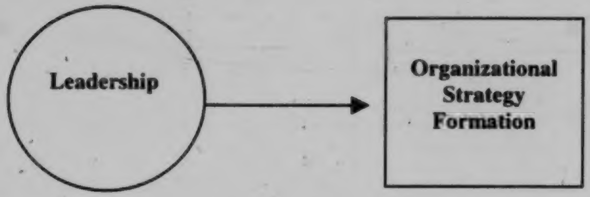

Figure 7: CWSA's leadership influence on organizational strategy formation

Several CWSA leaders who influenced inclusion strategies exemplified this understanding. These included Sharon Cook, Roger Mondor, Gary McPherson, and Karen O'Neill. Governance strategies pertaining to the fight for recreational versus elite athlete services were also driven by the leadership behaviours of Al Simpson and Robert Jackson, while those pertaining to sport specific development were pushed forward by Laurel Crosby and Dean Mellway.

As noted earlier, the results indicated that some of the behaviour practices were exhibited more frequently than others. Inspiring a shared vision and enabling others to act were the two most practiced behaviours while modeling the way and encouraging the heart registered significantly less.

The most predominate leadership behaviour identified in this study was inspiring a shared vision. This served CWSA well as an organization with no vision is like "a well intentioned wanderer without a destination; they may have some fine experiences and even do some good things but they're just as likely to get lost or run out of resources" (Nanus & Dobbs, 1999, p. 61). This analogy reflected CWSA's experiences, particularly in marketing and inclusion strategies. Without a vision, the strategies pursued by CWSA were haphazard and ineffective, as they didn't build upon, accentuate or compliment each other. One CWSA employee who felt that the association had not developed a shared vision reflected on this concern.

> She/he had a vision and but I don't think that it was always bought and that comment came to me when I was in there from a couple of the stronger provinces. All of a sudden the national organization was moving in an inclusionary direction and yet the provinces weren't necessarily on board and we might have moved as an organization too quickly making some assumptions. Because at that time it was two very strong individuals. I'm not quite sure once they left if the new board was fully cognizant with what needed to happen.

Enabling others to act matched inspiring a shared vision as the most dominant leadership behaviour exhibited over the association's 30-year history. Enabling others to act also served CWSA well, as it was crucial for non-profit organizations that relied on volunteers spread across the country. The ability to successfully enable others task seemed somewhat unique, however, as Pascale, Millemann and Gioja (1997) recognized that in many organizations, "the number of people at every level who made committed, imaginative contributions to organizational success was simply too small" (p. 127).

In the few instances when strategies failed, it may have been because the leaders were unable to enable. Inclusion strategies, for instance, were slowed in many respects because the provincial offices did not feel included within the decision-making processes and were unsure how programs should be delivered at the grass-roots level. Able-bodied sport organizations were also unwilling to negotiate with CWSA until they saw the direct personal payoffs, either financially or within government relations.

Challenging the process was the third most frequently utilized behaviour identified in this study. It appeared that when leaders were unable to affect strategy by challenging the process it was the result of a strict and prevailing environment. Miller and Friesen (1983) suggested that this was common as organizations found it difficult to distance themselves from the prevailing direction of any evolution. Miller and Friesen (1983) further suggested that leaders would rarely recognize the need for reorganization because they were caught within the meanings and structural forms of the prevailing design archetype. This concern seemed to be evident with CWSA leaders as they strove to implement inclusion-based strategies, which was originally identified as challenging the process. Upon further reflection, it seemed that the opposite was true. Leaders promoting the inclusion of athletes with a disability were in some cases not challenging the process but were instead mirroring the status quo set years earlier.

Modeling the way was the fourth most frequently utilized leadership behaviour. In many cases, this behaviour was evident when leaders took extraordinary measures to host national games, or facilitate significant fundraising campaigns.

Encouraging the heart was the fifth most frequently utilized behaviour, which was not surprising as it has recently appeared to be abundant in popular literature as an area all leaders need to address. *Leading with Soul* (Bolman & Deal, 1999), *Encouraging the Heart* (Kouzes & Posner, 1999), *On Becoming a Servant Leader* (Frick & Spears, 1999) and *Seeker and Servant* (Fracker & Spears, 1999) all touched on this need to encourage the hearts of followers. While not surprising, the low level of influence exhibited by encouraging the heart was noteworthy given CWSA's non-profit status.

> Unlike the work in the public or private sectors, much of the work in nonprofits gets done by people who are unpaid activists giving of themselves to achieve social purposes. Even paid staff members of non-profit associations often consider their salaries secondary to the psychic income they derive from helping others less fortunate than themselves (Nanus & Dobbs, 1999, p. 12).

Leading volunteers and staff working for CWSA thus required reliance upon inspiration, and passion, rather than authority or financial incentives. What was interesting within the few cases where encouraging the heart was evident was its dominance with leaders who were wheelchair users. It may have been that those leaders who used wheelchairs were better able to inspire others on a more emotional level. Meanwhile, those who were able-bodied may have been unable to capture the essence of wheelchair sport and what it meant to athletes. What could have also attributed to this absence within able-bodied leadership was an unconscious avoidance of appearing to preach the emotional undertones of wheelchair sport for fear of appearing to curry pity and sympathy.

The identification of these five behaviours helped explain how leadership influenced strategy formation but it also signified other findings. Within the majority of strategies, only one or two of the leadership behaviours could be inferred to the Executive Director or President. While a detailed examination did not occur, it was possible that CWSA's leaders did not experience what Kouzes and Posner (1994) referred to as a personal best leadership experience while involved with the CWSA.

Another possible explanation was that some of CWSA's Executive Directors and Presidents were not leaders but were better described as managers. This should not be perceived as negative or surprising as "clearly, nonprofit organizations need both good leadership and management if they are to succeed" (Nanus & Dobbs, 1999, p. 10). What may have led to the downfall of certain strategies, however, were an over abundance of management or leadership and a lack of the complementing role.

Prior to suggesting that some of CWSA's Executive Directors and Presidents were best described as managers, the researcher for this study contemplated that the definition of leadership required a return to a more situational paradigm. While the definition of leadership used in this study was transformational in nature, the researcher was drawn to viewing CWSA's leaders as exhibiting situational leadership behaviours. This occurred as the leaders in this study appeared unable to overcome the constraints presented to them by the environment with context playing "a key role in deciding whether certain approaches to leadership would be effective or not" (Sergiovanni, 1996, p. 165).

The recognition, however, that some of those labeled as leaders because of their positions were not, helped understand this dilemma, as those more likened to managers tended to be those who were more easily influenced by the contextual environment. Those who seemed to exhibit more leadership behaviours were able to overcome some of these same contextual situations and adapt appropriately. Thus the leaders were able to make a difference by adapting to changing environments and influencing stakeholders. Those who adapted to the situational context the quickest were then able to present a unique perspective or delivery mechanism and successfully implement the association's strategies. Returning to the realization that many CWSA Executive Directors and Presidents were better defined as managers led to the assertion that management was influential to the organizational strategy formation process.

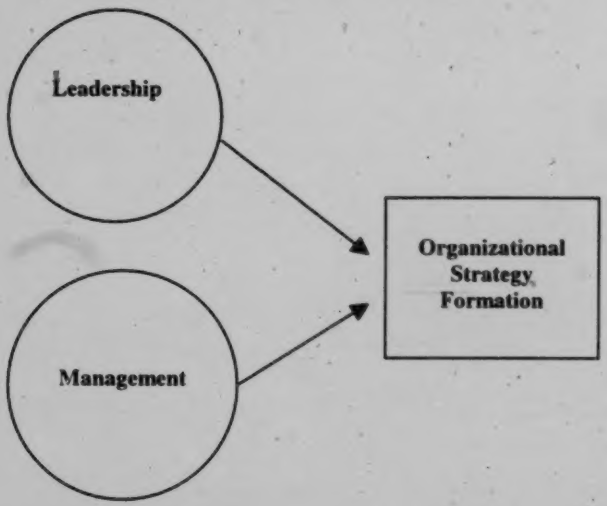

Figure 8: Leadership and management influence on organizational strategy formation

Bennis's (1984) differentiation of leaders doing the right thing and managers doing things right implied the need for both skills in order to move a strategy forward.

What seemed to work best was when the President or Executive Director of the association took on the leadership role while the other accepted the managerial role. One President recognized the dilemmas that occurred when this match was not perfect.

> When I was the Executive Director (ED) I appreciated being able to run it the way I wanted it to be run and if people had fault then they could come out and tell me. We were too much alike, although it was good in some respects. You could see by the lack of systems and paper trail and the administrative side it showed there. So there was a need for a happy medium and she/he came in and he/she had different strengths. We had a great complement of abilities and this was the way she/he worked and she/he was able to do it. I had no reason to interfere. I mean, I believe in supporting the people that I work with, almost to a fault sometimes (anonymous).

The researcher for this study was hesitant to identify which Executive Directors or Presidents appeared to be more like mangers then leaders because of the societal values placed on these labels. Thus, the simple conclusion drawn was that both managers and leaders played a significant role in the development of CWSA's organizational strategies although it was still debatable which was more influential.

b) Situational Context

The second primary influencing factor on CWSA's strategy formation was the situational context. This was assessed using a deterministic perspective as compared to the voluntaristic paradigm used in the first part of this chapter.

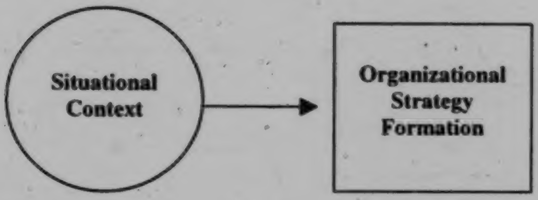

Figure 9: Situational context's influence on organizational strategy formation

The situational context was divided into two main categories: task and general. The task specific contextual factors included the federal government, disability sport, and able-bodied sport. These three groups had the most easily identifiable influence on the strategies identified in chapter IV. The general factors included societal attitudes towards persons with a disability and the Canadian economy.

For comparative purposes, Leavy and Wilson (1994) suggested that there were five dominant contextual factors that influenced the four Irish organizations they studied: technology, industry structure, international trading environment, national public policy, and social and cultural transformation. While the exact contextual factors identified by Leavy and Wilson (1994) were different than in this study, the recognition that leadership and context co-existed in their influence on organizational strategies was consistent.

What seemed unique to this study when compared to Leavy and Wilson (1994) was the recognition that leadership and context could influence each other in addition to influencing the organizational strategies. Leaders who were able to influence the context included Gary McPherson, particularly as it applied to inclusion. McPherson was able to influence the federal government and able-bodied sport leadership to view CWSA as a legitimate NSO, which years later allowed the inclusion process to proceed. Rick Hansen, although not studied as a leader in this study, was also able to affect context through changing societal attitudes. Hansen was able to promote the fundraising strategies of wheelchair sport through the Man in Motion Foundation. Other examples of leadership influencing context include Dr. Robert Jackson's decision in 1976 to include athletes with a disability other than those with spinal cord injuries into the Paralympic Games. This decision forever changed the disability sport environment by founding at an international stage, the multi-disability model that the Paralympic movement would embrace. Allan Simpson's decision to protest the Pan American Games organizing committee in 1967 also changed the Canadian able-bodied sport system by awakening them to the possibility of including athletes with a disability into their programs. What seemed consistent within these examples was the demonstration of various leadership behaviours as described by Kouzes and Posner (1994). It is possible, therefore, that one of the differentiating features between the leader and manager was the ability to influence changes in the situational context.

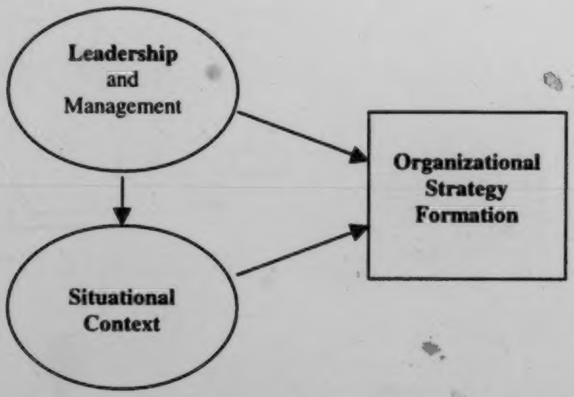

Figure 10: Leadership's influence on the situational context

Results from this study also suggested that context could directly influence strategy formation through its pressure on the actions of the leaders. Wechler and Backoff (1987) suggested that decision-makers and planners could rarely do all they wished strategically, but with careful thought and effective action, they proposed that leaders could achieve as much as their situations allowed. These authors also agreed that leadership could change their environments (Wechler & Backoff, 1987), thus mirroring the concept proposed in figure 10. Miles, Snow and Pfeffer (1974) also theorized that leaders in organizations such as CWSA, would respond primarily to what they perceived in their surrounding environments and it was argued, therefore, that strategic action would ultimately be dependent upon the leader's perceptions and interpretations of their surroundings. Nadler and Tushman (1999) further suggested that the leader's ability to understand the environment and to make strategic changes at appropriate points in various cycles would then determine the organization's competitive strength.

CWSA President, Sharon Cook, exemplified how context could impact leadership behaviour as it related to governance strategies with the federal government. Cook needed to adapt her behaviours based on the government decision to support the multi-disability governance model. While Cook agreed with her predecessor, Roger Mondor, that CWSA was hindered by its association with the other disability groups, she also recognized the importance of working collaboratively with these groups and with the federal government. Thus, while her values and beliefs remained steadfast, her behaviours adapted to the context. This ability to adapt and modify based on the situation suggested that the context did not simply constrain or enable, but instead provided an influencing role on the choice of leadership behaviours. Ultimately, it was the responsibility of the leader to react to or change the environment through their actions or the strategies employed by the organization.

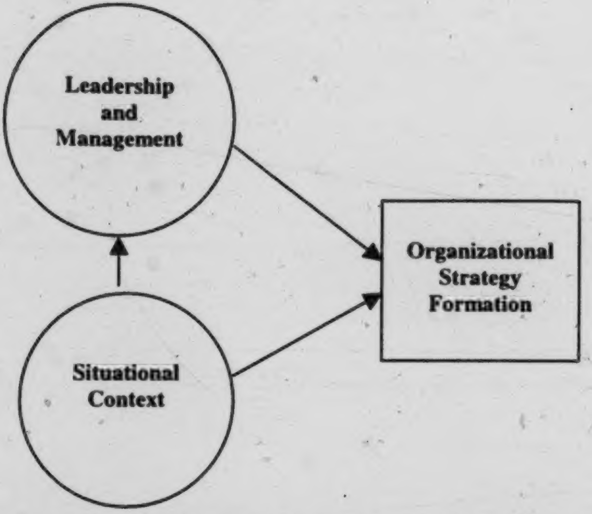

Figure 11: Situational context's influence on the leadership

Institutional theorists addressed this issue of context influencing leadership by suggesting that the ability of leaders to resist contextual pressures was restricted (Jepperson & Meyer, 1991; Friedland & Alford, 1991). Scott and Powell (1991) noted, however, that institutional constraints still left room for the autonomous play of personal interests. Thus, while it was correct to assume that organizations changed their strategies to maintain a fit with the pressures of their environment, it was also important to consider the capacity of the individual and group to have an influence on the final outcome. As Zucker (1987a) suggested, "organizations were not simply constrained by the institutional environment; they often defined their own position within it (p. 12)."

In addition to the examples presented earlier, this study identified a number of other situations where leader behaviours were heavily influenced by the situational context. Crosby, Johnson and Cadieux had little choice but to pursue inclusion after the government announced their plan to implement fast tracked inclusion. The three leaders tried to alter this strategy but were unsuccessful as the government quickly quashed alternative strategies such as the development of a secretariat for disability sport. Mondor and Cook also had little influence over the government's decision to fund the creation of CFSOD after the 1976 Paralympic Games. While Mondor fought the government's decision to create an umbrella organization, the government's stand on this issue was steadfast. With the context remaining the same and previous strategies only making the relationship with the federal government worse, Cook decided to enter the headship realm of CWSA and thus provide new leadership behaviours. This would follow the suggestion by Stone, Bigelow and Crittenden (1999) that antecedent conditions in the environment have a significant and direct influence upon internal organizational factors such as leader behaviour.

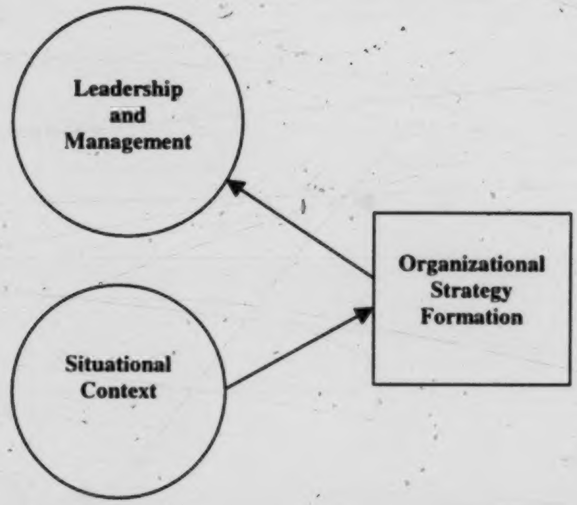

Figure 12: Situational context's indirect influence on leadership

Another example of how context influenced leadership was the behavioural modifications made by leaders based on changing autonomy from the government.

During the 1960s, CWSA was not confined to government policies because they were not receiving significant federal funding. Some leaders worked best in these scenarios, where independent thinking was appreciated and encouraged. It was possible that the gradual change to the more systematic and bureaucratic systems in the 1980s and 1990s led to the departure of these early founders as described by one of the interviewees.

> I wasn't a great sort of planner, I was more of a directional kind of guy and because I hate sticking to plans, not that plans are bad. But its more like what Van Vliet said, you can either follow the bylaws or you can just do the job, which one are you going to choose? Because if you run your organization to the rule of the letter then sometimes you hamstring yourself.

The hypothesis of the leader having an influence not only on strategy, but also on context went far beyond the simple symbolic role of leadership as prescribed by Pfeffer and Salancik (1978). These authors suggested that leaders generated organizational actions but were more or less pre-determined by the situational context. What seemed to occur in this study, however, was that leaders were able to influence the context through the strategies employed and their impact on history. Thus, the results from this study suggested that leadership was more akin to the theories of Crozier and Friedberg (1980), Pettigrew (1985b) and Leavy and Wilson (1994) who saw leadership as being both symbolic and substantive.

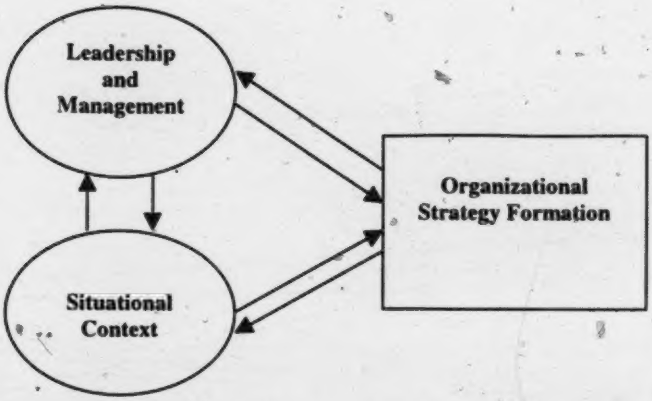

Figure 13: Situational context and leadership's influence on organizational strategy

c) Organizational History

The third primary influence on strategy formation was organizational history and this was represented in Leavy and Wilson's (1994) model as having a direct influence through the changes and continuities within previous strategies (see figure 6). In this study, it appeared that the influence of organizational history had a less direct impact on the strategies themselves but instead influenced them indirectly through leadership and context. It also appeared that the impact on the situational context was much greater than on the organization's leadership, depending upon the leader's length of tenure. For leaders during the 1990's, whose tenure rarely lasted longer than two years, they seemed to be unaware of the organization's history and therefore couldn't appreciate, learn or be influenced by what preceded them.

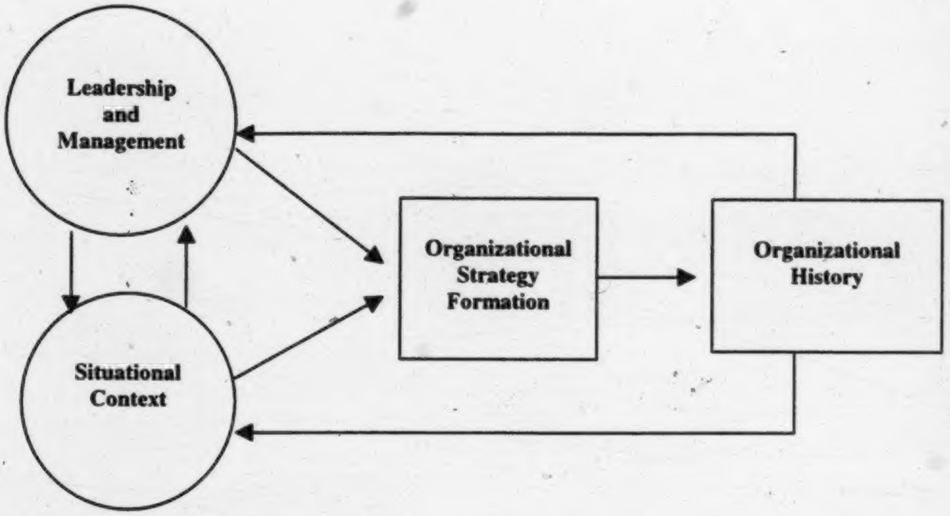

Figure 14: Organizational history's influence on leadership, situational context and organizational strategy formation

The influence of organizational history on the leader was correlated to the leader's knowledge of past events. Failure in previous strategies taught the leader valuable lessons and suggested the need for different courses of action, while good results tethered them more firmly to traditional practices. In the 1970s and 1980s, the turnover of leadership was slow with a number of Presidents and Executive Directors having long standing involvement within the disability sport movement. In the 1990s, however, the leadership turnover was much more rapid. Partially as a result of this hurried turnover, they were unaware of the organization's history and returned to strategies that previously and repeatedly failed. The most obvious example of this was the unsuccessful hiring of fundraising consultants by three different administrations with the same results. Unsuccessful governance strategies pertaining specifically to a lack of communication between the national office and the provincial affiliates also returned to haunt CWSA leaders and was in some cases, identified as the reason for their dismissal or resignation. In many cases, Presidents and Executive Directors used the same communication vehicles, under slightly different names, in what appeared to be five-year cycles. It was not surprising then that communication was continually identified as a roadblock to organizational effectiveness. What was unfortunate, however, was that leaders rarely looked to the organization's history as a source of insight.

The situational context, meanwhile, revealed significant changes as it pertained to the influence of organizational history. Successful inclusion strategies helped change the context within which wheelchair athletes competed. Over time, the public saw the inclusion of wheelchair athletes into events such as marathons as second nature. CWSA's ability to survive and thrive without a great deal of government support in the 1970s may have also created a context whereby the government viewed it as passing a test to become included in the national sport system. This evolution then had a direct influence on governance strategies and in particular, those that were designed to move CWSA away from a recreation focus to one of elite sport. What this process did, however, was perpetuate an aura of elitism throughout the organization and this, in turn, triggered animosity between the national office and provincial affiliates because of a presumed self-importance from Presidents or Executive Directors. Finally, it may have also discouraged the inclusion of volunteers who were not high-ranking coaches or officials.

Further contributing to the understanding of how history influenced leadership, context, and strategy formation was the recognition that following the implementation of strategies was a point-in-time where the influence could be identified as the beginning of a feedback loop. Strategies, therefore, were not pattern-less and unpredictable, but rather, the patterns and predictability revealed themselves in "temporal significance" (Leavy, 1989, p.560). Leavy and Wilson (1994), who referred to this as an organizational career, also supported this feedback loop concept which was based not on the process of strategy formation, but on the outcome of the strategy itself.

The inclusion of these additional steps in Leavy and Wilson's (1994) model of strategy formation addressed how the same historical event could have a number of varying impacts upon different strategies. The addition of the outcome feedback loop in this study allowed the researcher to recognize that outcomes from various strategies could then have an impact on either the leader or context, or in some cases, on both.

The inclusion of athletes with a disability other than spinal cord injuries into the 1976 Paralympic Games exemplified this process. CWSA leaders who made it their mission to remain autonomous from the other disability groups influenced governance strategies. Other governance strategies were then influenced as sport sections which also disliked the multi-disability format choose to boycott national games that used this approach and host their own national championships. Separate national championships then led to demands for even greater autonomy. The final set of governance strategies influenced by the TORONTOLYMPIAD was the ongoing negotiations with the government to amend their funding from the recreation branch to the sport side of the federal ministry. After the 1976 Games the federal government tried to compel all negotiations with disability sport organizations through CFSOD. However, relationships between CFSOD and CWSA were not strong and thus negotiations with the government stalled. In every case, the point in time outcome of this strategy was seen as influencing both context and leadership.

The lifecycle approach also helped understand some of the leadership behaviours addressed earlier in this chapter. Research on strategic change (e.g. Cyert & March, 1963; Hannan & Freeman, 1989) argued that older firms were more inert than younger ones and thus, as the organization aged, it becomes less able to alter its course of action. This was consistent with CWSA, as Presidents and Executive Directors, particularly in the 1990s had greater difficulty influencing strategies unless the external environment and specifically financial resources supported them. Leaders during the 1970s, meanwhile, seemed to have more autonomy from the external environment and found ways to attain different goals such as attending international events or hosting national competitions through innovative fundraising practices.

This issue of organizational lifecycle also helped explain the success achieved by certain leaders based on their time in office. Eitzen and Yetman (1972) found a curvilinear pattern between coaching tenure and team performance in American College basketball teams, with performances rising to a peak after 13 years and then falling into a steady decline. Hambrick and Fukutimo (1991) also found a similar pattern in long standing chief executive officers. As top management structures remained stable over time, they also became more insulated, which stifled their desire for change. Executive Directors and Presidents became less likely to deviate from earlier courses of action the longer they remained in power, especially if the change involved a dramatic shift in organizational strategy (Boeker, 1997; Goodstein & Boeker, 1991). What was consistent in each of these examples was the inability to challenge the status quo being a clear determinant of when the organization began its decline. As noted earlier, it is possible that the inability of CWSA leaders to critically examine the concept of inclusion and truly challenge it might have led to CWSA's demise as a vibrant national sport governing body. It is interesting to note that the entire April 2000 issue of *Adapted Physical Activity Quarterly* focused on questioning the processes of inclusion, integration, and transition in adapted physical activity. CWSA may follow suit and question if it should have spent more time challenging the philosophical assumptions it developed in the 1960s.

Finally, the career and lifecycle approach was useful in understanding how organizational strategy could be sustained until a crisis situation emerged. Leadership turnover seemed to occur when situations reached crisis levels. Pettigrew (1992) even argued that change within the organization often required crisis conditions. Thus, senior administrators who pressed for change in pre-crisis circumstances would often not have sufficient leverage to break through patterns of inertia.

One example of a crisis condition in CWSA's history was the failure of the Martin Group fundraising campaign and CWSA's subsequent deficit. This crisis was likely a significant reason why governance strategies were altered and McPherson replaced Cook as President a year after the deficit was announced. The federal government's decision to implement fast-tracked inclusion and cut CWSA's funding in the 1990s also created a crisis condition in which CWSA was encouraged to pursue the inclusion of wheelchair tennis and rugby. The Man in Motion Foundation deciding to end its direct funding, the reluctance to change funding policies by the Ada MacKenzie Memorial Foundation Board of Directors, and the significant cuts of funding from the federal government influenced Janet Gates' and Laurel Crosby's return to telemarketing fundraising strategies.

The point-in-time and cumulative outcome with a feedback loop to the organizational history was also evident with a number of inclusion based strategies whereby specific activities and results influenced the perceptions of leaders and the contextual environment. The demonstration wheelchair track event held in the 1984 Los Angeles Summer Olympic Games included three Canadians (Mel Fitzgerald, Rick Hansen and Andre Viger) and represented, in many people's minds, the ideal step towards inclusion. Their participation in this event was the point-in-time outcome within the inclusion strategy formation process. The recognition of thus outcome then allowed an opportunity for it to be assessed as a singular item or cumulatively with other inclusive events. The organizational career then provided the prospect to join these experiences with others and feedback to the organizational history thus providing a cumulative influence on leadership and context.

Resulting from these various examples was the recognition that a more detailed model specifying the organizational career process could allow for a better understanding of the influences from organizational history. Therefore, the influence of organizational history was a cumulative process beginning with the organizational strategies represented by outcomes, which then led to an organizational career.

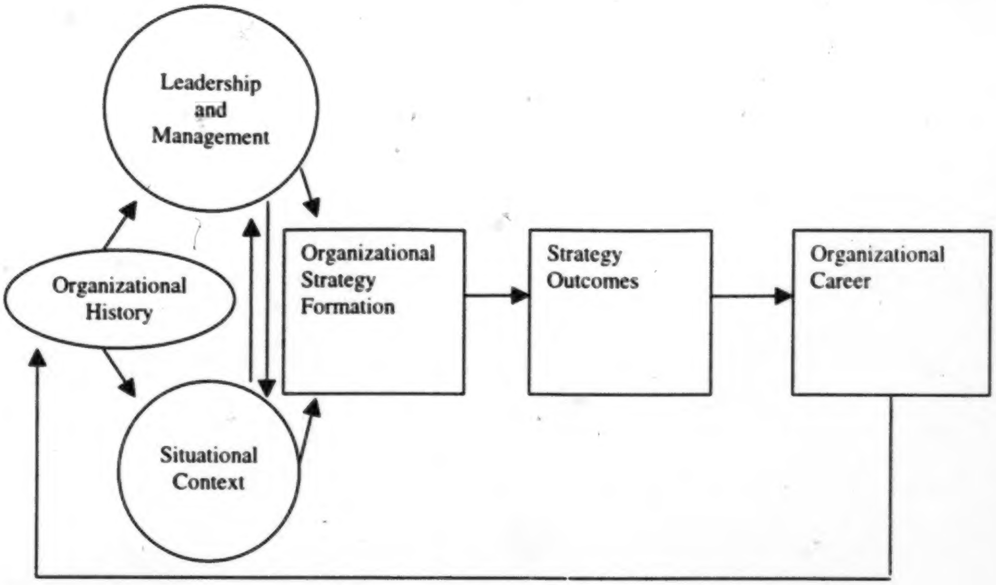
Leadership
and
Management
Organizational
History
Situational
Context
Organizational
Strategy
Formation
Strategy
Outcomes
Organizational
Career

Figure 15: A proposed model of strategy formation in the Canadian Wheelchair Sports Association

d) The Model's Utility

The model of strategy formation proposed in this study was adapted from Leavy and Wilson's (1994) existing model. To address the utility of this adapted model, it was important to assess whether or not it had clarity. Clarity, referred to whether the theory defined the limitations, stated the categories and concepts and specified the conditions under which certain interactions occurred. The second main question that assessed the model's utility was whether the theory fit into the existing knowledge, either in everyday experience, or within other scientific findings. If there were discrepancies between the theory and what was found in other research, then they needed to be clarified. The final question to address when assessing a model's utility was whether it was useful. This meant that the model needed to lend new insight into the phenomena under study, and minimally, it needed to suggest new directions for future inquiry and generate more questions.

Overall, it appeared that the adapted model of strategy formation presented in this study provided at a minimum, a framework from which to study strategy formation in amateur sport organizations. The model captured the complexities, the processes and multi-level characteristics inherent within the strategy formation process as described by other researchers while at the same time, allowing a unique understanding of the dynamic interplay between situational context and leadership.

In addition, this model identified contextual factors that influenced amateur disability sport organizations and addressed leadership behaviours that could provide an influential role on them. This provided an appealing model for both researcher and practitioner within which to carry out future investigations on the strategy formation process. Another notable feature of this model was the way in which it provided an analytical bridge between the voluntaristic and deterministic dichotomies referred to in the review of literature that polarized much of the previous research in organizational strategy. The results from this study thus mirrored the sentiments of Leavy and Wilson (1994), "we see leaders making strategy but not always in circumstances of their own choosing" (p.170).

The final element used in describing a model's utility is its usefulness in ascertaining new insights and new directions. This last question is addressed in Chapter VI, under the heading of implications for future research.

e) Major Findings

At the end of their study, Leavy and Wilson (1994) came to several conclusions based on the interaction of leadership and context and how this interaction impacted strategy formation. The first conclusion was that organizational strategies had never, at any stage, appeared to be "wholly pre-determined by either managerial action nor external events" (p.187). Their second conclusion was that any patterns and predictability that emerged were only significant within the historical context. The results from this study supported many of the Leavy and Wilson's (1994) ideas while also proposing a few others.

Table 6

The Four Major Findings

i)	CWSA's organizational strategy formation was influenced directly by leadership and the situational context, and indirectly by the organizational history.
ii)	CWSA's organizational strategy formation was influenced by five contextual factors: the federal government, able-bodied sport, disability sport, the economy, and societal attitudes towards persons with a disability.
iii)	Leadership and context influenced each other both directly and indirectly.
iv)	Organizational history directly influenced the situational context and leadership, which was revealed by point-in-time outcomes referred to as organizational career.

The first main finding reaffirmed that this study agreed with Leavy and Wilson's (1994) model whereby organizational strategy formation was influenced by three factors:

leadership, context and history. The second major finding of this study was the identification of contextual factors that influenced CWSA's strategy formation. These included the task environmental factors of the federal government, the able-body and disability sport systems. Of these three, it appeared that the federal government and the able-bodied sport system were the most influential. Notable by their absence were athletes. This was by no means unique, as Stone, Bigelow and Crittenden (1999) suggested that there was little evidence to show non-profit organizations taking client concerns into consideration during the development of organizational strategy. The general environmental factors included the Canadian economy and the Canadian society, particularly as it applied to its views towards persons with a disability.

The third major finding from this study suggested that leadership and context influenced each other in addition to influencing strategy formation. The five leadership behaviours addressed in this study were those outlined by Kouzes and Posner (1994): challenging the process, encouraging the heart, modeling the way, enabling others to act, and inspiring a shared vision, and this study suggested that these five attributes varied with historical challenges. Leadership was subsequently recognized as being truly understood until it was located within the interaction between the person, his/her organization and the situational context. The new realities of this approach did not, however, downplay the importance of leadership, but what it did was put it into a broader analytical approach. This distinction was needed as some leaders might not have been given the opportunity because of history or context to distinguish themselves fully, while others may have simply not been up to the challenges presented to them.

The evidence from this study thus indicated that there were several bi-directional relationships whereby the actions of leaders and effects of the environment varied in their importance over strategy formation at different times and over each other. What made these interrelationships difficult to assess, however, was the fact that the evidence from this study often supported both views. Thus, it was possible to see the same instance in two different ways. As noted in the methodology, leaders would take credit for successful strategies and deflect it to the environment when they failed.

The fourth main finding in this study was that organizational history influenced the situational context and leadership. The level of influence on leadership appeared to depend however, upon the leader's length of tenure. If they were with the organization for only a short period of time, the influence was felt indirectly from the context. If the leader had a longer tenure, then they were better able to appreciate and understand the organizational history and thus be influenced by it directly.

The four main findings from this study can be reflected in an analogy presented by Leavy and Wilson (1994) that compared strategy formation to a theatrical show. In their analogy, a screenplay guides the actors but ultimately they are allowed some creative license, and depending upon the crowd that night, they adapt to the situation. In this current study, it seemed more appropriate to explain strategy formation by using the analogy of a wheelchair basketball game. In this environment, there would be numerous external circumstances influencing the strategies formed in practice and implemented during the game. The actual delivery of these strategies would be influenced, however, by the independent actions of each player, the opposition and the instructions they received from his/her coach.

f) Research Question Response

In response to the research question that directed this study: did Leavy and Wilson's (1994) model of strategy formation reflect the strategy formation processes that occurred in CWSA over a 30-year history, it would appear that the answer is both yes and no. From a macro perspective, the answer is yes as Leavy and Wilson's (1994) model did appropriately reflect CWSA's strategy formation process, thus suggesting that strategy formation was a combination of voluntaristic and deterministic influences. Strategy formation, therefore, was best understood by looking at the interaction of situational context, organizational history, and leadership. The second commonality between the two models was the understanding that leadership could only be properly understood when it was located within the historical interaction of the leader, the organization's history, and the situational context.

From a second perspective the answer to the research question is no because of two notable exceptions. Based on the results from this study it appeared that organizational history did not have a direct impact upon CWSA's strategy formation process but instead had indirect influence via leadership and the situational context. The second change was the recognition that leadership and context could have a direct influence on each other in addition to influencing strategy formation. This does not mean that Leavy and Wilson (1994) did not also see this relationship but it was not identified in their model.

A *NEW YORKER* cartoon, as described by Warren Bennis (1999), showed Charles Dickens in his publisher's office being told rather sternly by the editor "Well Mr. Dickens, it's either the best of times OR the worst of times. It can't be both" (p. 72). By taking the same approach, it was determined that the differences between the current model and that proposed by Leavy and Wilson (1994) were relatively insignificant. As a result, the final response to the research question was yes; Leavy and Wilson's (1994) model of strategy formation did reflect the strategy formation processes that occurred in CWSA over a thirty-year period.

CHAPTER VI: CONCLUSION

Chapter V ended by synthesizing four main conceptual findings into a model of strategy formation. This chapter follows by providing a brief summary of these major findings, a critique of the methodology, implications for future research and practical applications for sport managers.

a) Major Findings

Chapter V presented four main findings from this study. The first was that CWSA's organizational strategy formation was influenced directly by leadership and the situational context and indirectly by the organizational history. The second was that CWSA's strategy formation was heavily influenced by a number of contextual factors including the federal government, able-bodied sport, disability sport, the economy and societal attitudes towards persons with a disability. The third was that the situational context and leadership influenced each other and the fourth was that organizational history influenced strategy formation indirectly through its influence on leadership and context.

b) Research Question

One of the primary goals of this study was to better understand how organizational strategies were formed within amateur sport organizations, particularly those that provide opportunities for wheelchair athletes. After having selected Leavy and Wilson's (1994) model for comparative purposes the following question emerged: Did Leavy and Wilson's (1994) model of strategy formation reflect the strategy formation processes that occurred in CWSA over a thirty-year period?

The four findings from this study contributed to the development of a model of strategy formation that was adopted from Leavy and Wilson's (1994). The most significant change in the current model was that organizational history did not have a direct influence upon organizational strategy. A direct comparison of the two models helped to then determine if Leavy and Wilson's model (1994) was an appropriate representation of strategy formation in CWSA.

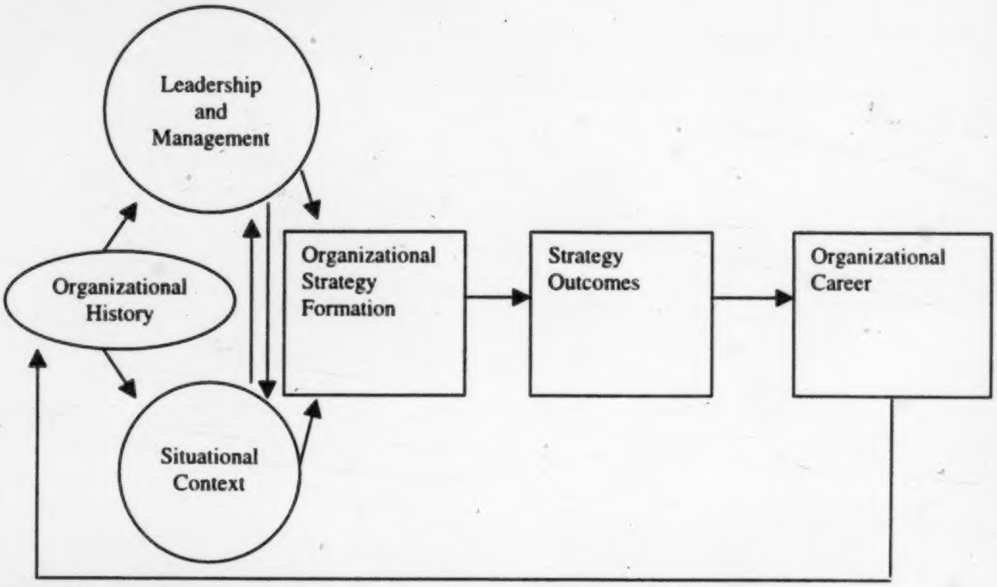
Leadership and Management
Organizational History
Situational Context
Organizational Strategy Formation
Strategy Outcomes
Organizational Career

Figure 16: A proposed model of strategy formation in the Canadian Wheelchair Sports Association

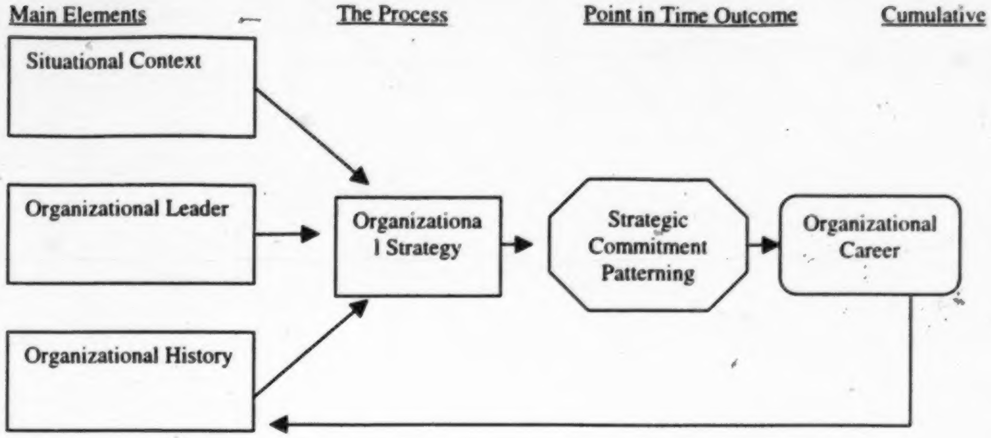
Main Elements
The Process
Point in Time Outcome
Cumulative
Situational Context
Organizational Leader
Organizational History
Organizational Strategy
Strategic Commitment Patterning
Organizational Career

Figure 17: A model of strategy formation (Leavy & Wilson, 1994)

Based on the comparison of these two models, it was concluded, that Leavy and Wilson's (1994) model of strategy formation did reflect the strategy formation processes that occurred in CWSA over a thirty-year period.

c) Methodology Critique

Before addressing the implications of this study on future research, it was determined that a critical review of the methodology would be appropriate. The methodology used in this study relied primarily on qualitative techniques that consisted of interviews and archival analysis. These techniques had a number of inherent and expected limitations, which were addressed in chapter III. The purpose of this review is not to revisit these limitations but instead, to reflect on the overall process, comment on its strengths and weaknesses, and review its implications for future research.

The methodology's greatest strength was the combination of data collection techniques and information sources. In this study, no single finding was completely persuasive, yet when the data was considered as a whole, it was consistent in suggesting the unique nature of the strategies employed. Specific benefits of this approach included the ability to uncover inconsistencies in the interviews. Asking the interviewees to review their transcripts and accompanying written histories also contributed to a more accurate representation of CWSA's history.

Peer debriefing added to these strengths by involving fellow graduate students, supervisory committee members, and colleagues in the interview development process and analysis of data. These individuals often acted as devil's advocates to assist the researcher in considering unforeseen elements.

Difficulties encountered with the interview process focused mainly on finance. Personal interviews were somewhat prohibitive because of travelling costs and time. What resulted was a prolonged process whereby interviews were conducted whenever economical opportunities presented themselves. The disadvantage to this was that interviewees were busy attending conferences and thus may have been less at ease and unwilling to spend time being interviewed. Another disadvantage to the research protocol outlined in chapter III was that the interviewees knew that other former Presidents and Executive Directors were also being interviewed. Therefore, they may have been less willing to divulge controversial information for fear of it being shared.

The choice of methodology may have also exaggerated a bias towards the voluntaristic perspective. Interviewees may have grossly overestimated their importance and ability to influence the organization. In some instances this was suspected when the interviewees downplayed the significance of adversaries or predecessors, yet were more than willing to accept responsibility over successful strategies during their own tenures.

A second implication that emerged from this choice of methodology was an incorrect assumption of those with titles being leaders. As noted in chapter III, Presidents and Executive Directors were interviewed, in part, because of numerous suggestions that this would provide a better understanding of the organization's actions (e.g. Bennis & Nanus, 1985; Child, 1972; Cyert & March, 1963; Hambrick & Mason, 1984; Katzenbach, 1997; Kotter, 1991; McCall & Lombardo, 1978; Wright & Ferris, 1997). It would be wrong to suggest, however, that only those in formal positions of authority led CWSA. Instead, it became clear when writing the organizational history that a number of other individuals made significant contributions and influenced the organizational strategies as much, if not more, than those with defined power roles. What appeared to be more realistic was the creation of what is referred to as a community of leadership (Lambert, Walker, Zimmerman, Cooper, Lambert, Gardner & Slack, 1995).

The use of Leavy and Wilson's (1994) model as a foundation for comparative purposes and any number of other personal biases based on previous experience may have also influenced the researcher to sometimes see what was not there. The model of strategy formation, which was presented in chapter V, was therefore recognized to have emerged through a semi-grounded approach versus a purely grounded one where "the researcher engages the subject without pre-existing ideas or frameworks" (Fox-Wolfgramm, Boal & Hunt, 1998, p. 94). The reason for this semi-grounded label was that a number of theories were reviewed prior to the researcher's immersion into the data.

The most pertinent conclusion from this methodological critique was reflected by Slack (1997) who recognized that there was not one theoretical approach or research technique, which appeared to be all encompassing. Rather, different approaches explained different parts of organizational life with advantages and disadvantages for each.

d) Implications for future research

This study addressed a number of omissions within the sport management and adapted physical activity research literature. These omissions included an absence of longitudinal studies, the relatively few attempts at using qualitative methods and a perceived inability to combine theory and practical management skills.

"One swallow does not make the summer" (Pettigrew, 1987a, p. 667), however, and thus, it would appear that sport management research, as it pertains to strategy formation, has barely scratched a very large surface. Thus, there is a need for replication and further examination regarding the four major findings. There is also a number of other directions for future research that emerged from this study.

A return to this study's data could address whether the type of leader required by the organization changed over its 30-year period. Gregersen, Morrison and Black (1998) suggested that organizations in the 1990s required a far different type of leader than previous decades, and thus the use of a leadership typology created in the 1980s may not be suitable for those that came before or after.

There is also the need to continually assess the impact of environmental factors upon the leader's behaviours. Linking the contextual and historical perspective with the concepts of organizational career provided a conceptual framework within which to study the phenomenon of leadership. Placing it within this framework focused attention on the strategic importance, not only of leadership performance but also of leadership selection and replacement (Leavy, 1989). Leaders themselves seemed to recognize this interaction and in recently written biographies (e.g. Dell & Fredman, 1999; Ortega, 1998; Perkins & Norman, 1999) spent considerable amounts of time reviewing their upbringing and giving a detailed description of the current context. This approach would take into account not only the formative influence of context on leadership, but also the way in which leaders were affected by ongoing interactions with their organization's history and situational context. Future contextual research that used organizational history could then offer further insights into the phenomenon of leadership as a variable in strategy formation and organizational development by addressing the long-term developmental needs of the leader.

Future research could also focus on situational factors in other sectors, including able-bodied sport organizations, different disability sport associations and disability sport organizations in different cultures. This could provide further understanding of how contexts in other cultures and varying perspectives on leadership influence strategy formation. Gregersen, Morrison and Black (1998) noted that Japanese models of leadership worked in Japan because Japanese leaders largely interacted with other Japanese leaders. The same could likely be said about American, German or French studies. Testing this model of strategy formation in different contexts could thus lead towards a more globally accepted definition of leadership and understanding of strategy formation.

Finally, it became apparent throughout this study that there was a need for more collaborative research between the pure academic and practical administrator. The benefits of this collaboration are well documented in other disciplines such as therapeutic recreation (Dieser, 1999) with the primary benefit being the advancement of professional and client (Driver, 1989; Savell, Huston & Malkin, 1993). In order for this to occur, the researcher needs to have as their goal, the improvement of the person being studied in a meaningful way through empowerment, education and the creation of change (Blackford, Fougeyrollas & Mahon, 1999). "Methods of research within this model, referred to by some as emancipatory research, require the researcher to surrender their claims to objective expertise and respect the subject's expertise in their own situations" (Blackford, Fougeyrollas & Mahon, 1999, p. 5). This suggests that the person being studied must have a meaningful involvement within the research process, and while this goal was achieved to a certain degree in this study, it could still be improved. This participatory approach, also referred to as the action research and emancipatory research (Frisby, Crawford & Dorer, 1997) would seem to be particularly important within organizations that provide services for persons with a disability, who may have lived in a protective and paternalistic setting.

Table 7

Recommendations for Future Research

i) The need for replication confirming the influence of leadership, context and organizational history.
ii) The need for replication in different cultural contexts.
iii) The need for more collaborative research between academics, practitioners and consumers.

e) Implications for Sport Managers and Leaders

The results of this study should enable sport administrators to better understand the strategy formation process by providing a context specific theoretical foundation. This study should also allow sport administrators to better appreciate and understand the impact of context, the influence of organizational history, the importance of leadership recruitment and succession, and the value of a broad education.

Strategic management, as a field of inquiry, is firmly grounded in practice and exists because of the importance of its subject and not because of its theoretical coherence (Leavy, 1996b). One of the ultimate goals of this inquiry was to improve upon the strategic planning practices of sport managers. Overall, it was hoped that by using the models and theories discussed in this study, sport managers and leaders would better understand how their behaviours, the situational context, and the organization's history interacted to influence strategies.

The procedural approach to strategic planning is common within current strategy literature (e.g. Bryson, 1988, Bryson & Alston, 1999; Galpin, 1999; Nutt & Backoff, 1999) but often seems to be missing a theoretical foundation from which to understand the entire process. The end result of combining a theoretical model, such as the one presented in this study, with a more detailed practical guide to strategic planning would provide a comprehensive overview of the entire strategy process; from the conceptual model, to an actual guide for implementation, assessment, and planning.

The second implication from this study is for leaders to focus on attaining a clear understanding of context that they operate within. One of the cornerstones to this theoretical foundation is the recognition that context can have an indelible impact on strategy formation and the organization's leadership. Denison, Hooilberg, and Quinn (1995) argued that leaders face competing or paradoxical requirements and their true test is the ability to exhibit contradictory or opposing behaviours while still maintaining some measure of integrity, credibility, and directions. "Organizations with high degrees of flexibility, may be better able to do this and thus satisfy the multiple competing demands of their stakeholders" (Fox-Wolfgramm, Boam & Hunt, 1998, p.121). The lesson for sport managers, therefore, is to understand when it is important to see beyond the short-term change in strategy and instead envision the long-term goal for the organization, while at the same time responding to all of the various stakeholder demands in an honorable fashion.

The resulting application of the model presented in this study should also encourage sport administrators to understand their past, thus leading to a better appreciation for the challenges that will influence them in the future. Therefore, the third implication for sport managers is to understand how the organization's history can influence the context, strategy formation and the organization's leadership.

The historical view of leadership presented in this study also revealed a number of important repercussions for sport managers regarding the selection, evaluation, succession and replacement of leaders. Therefore, the fourth implication from this study is for those who are responsible for selecting and evaluating leaders to be fully aware that what the leader can accomplish, in the end, may be a function of various elements: organizational history, situational context, and the personal capacity of the leader. Historical challenges present different types of demands and some leaders may be better suited to certain contexts than others. Furthermore, it is necessary to recognize that the strategic action or in-action of leaders are a major part of the historical legacy that impacts those who follow. In this study, legacy enhanced and also constrained the scope of action and the effectiveness of various leaders. Blaming leaders for strategic failures and rewarding others for strategic successes may therefore be inappropriate.

The fifth and final implication for sport managers pertains to their training and education. It would appear that being an excellent leader requires a deep understanding of the organization's history and situation context. Therefore, management training should focus on these two areas, which would likely require a significant period of time and be viewed as an open-ended, continuing process rather than a discrete project. What this infers is the need to hire people with the goal of long-term development and recruit those with a strong background in a variety fo subject areas that enables an understanding of various factors that form the organization's situational context.

Table 8

Implications for Sport Managers and Leaders

i) Understand the strategy formation process.
ii) Understand the impact of organizational history.
iii) Understand the impact of situational context.
iv) Appreciate the importance of leadership recruitment and succession.
v) Promote contextual understanding through training and recruitment.

These five implications are intended to allow sport organizations develop effective strategies and respond to changing contextual demands. The Broadbent Report (1999) noted that at the end of the millennium, voluntary-based, non-profit organizations would encounter rapidly changing environments and fundamental restructuring of how they work. As the federal government and able-bodied sport organizations continue to pursue an inclusive philosophy, disability sport organizations will face many new challenges. For an organization to anticipate and react to transformations, they must have a clear understanding of the past (Wilkens & Bristow, 1987). This appreciation will hopefully result in a leader who is flexible and able to react to rapidly changing circumstances, a style described by Yoffie and Cusumano (1999) as judo strategy.

e) Summary

In Canada, the development of wheelchair sport began in 1947 and these early beginnings consisted of various independent clubs and hospital-affiliated groups participating in recreational activities. In 1967, many of these groups came together to form the Canadian Wheelchair Sports Association (CWSA) which was to provide sport opportunities and services not available for wheelchair athletes in the mainstream sport system. With dedicated, passionate, and visionary leadership from countless volunteers, parents, coaches, officials and staff, CWSA met numerous goals and in many respects surpassed expectations. CWSA developed comprehensive technical programs in ten wheelchair sports and helped cultivate numerous national athletes and teams that consistently ranked among the world's best. CWSA facilitated social change by influencing the public's perceptions and attitudes towards persons with a disability and drove the inclusion process for all disability sport organizations. After 30-years, the CWSA continues to lead the evolution of sport for athletes with a disability as an advocate and promoter of athletic excellence.

Over the next few years, as the federal government and able-bodied sport organizations continue to pursue an inclusive philosophy, disability sport organizations such as CWSA will face many challenges. For CWSA to anticipate, and react to these, they must have a clear understanding of the organization's history. The history presented in appendix G of this study and the subsequent analysis of it will hopefully provide future leaders with this strategic advantage.

It was hoped that by trying to replicate the findings of Leavy and Wilson's (1994) study within the sport management milieu, progress would be made. Ralph Waldo Emerson wrote about life as on ongoing encounter with the unknown and created the following image; "we wake and find ourselves on a set of stairs, there are stairs below us which we seem to have ascended, there are stairs above us...which go out of sight" (Wheatley, 1995, p. 3). Using this analogy helps us recognize that CWSA has climbed a number of stairs to become a fixture and respected national sport organization in the Canadian sport system. The future and where the stairs may lead remain a mystery. The same can be said for our understanding of strategy formation. Thus, as Sir Winston Churchill noted, this was not the end, not even the beginning of the end, but it was certainly the end of the beginning.

BIBLIOGRAPHY

Aldrich, H. (1979). Organizations and Environments. Englewood Cliffs, NJ: Prentice-Hall.

Allard, R. & Bornemann, R. (1999). Inclusion – The Canadian experience. Paper presented at the 1999 International Paralympic Committee's Vista Conference, Berlin, GER.

Alvesson, M. (1996). Leadership studies: From procedure and abstraction to reflexivity and situation. Leadership Quarterly, 7(4): 455-485.

Amis, J., Pant, N., & Slack, T., (1997). Achieving a sustainable competitive advantage: A resource-based view of sport sponsorship. Journal of Sport Management, 11: 80-96.

Anderson, N. (1998). The people make the paradigm. Journal of Organizational Behaviour, 19:323-328.

Andrews, K. (1980). The Concept of Corporate Strategy. New York, NY: Free.

Ansoff, H. (1965). Corporate Strategy. New York, NY: McGraw-Hill.

Armstrong-Doherty, A. (1996). Resource dependence-based perceived control: An examination of Canadian inter-university athletics. Journal of Sport Management, 10: 49-64.

Balmer, K. & Clarke, B. (1997). Benefits indicators: Measuring progress towards effective delivery of the benefits of parks and recreation. Calgary, AB: Re-Think Group.

Banks, R. (1989). Affliction. Toronto, ON: Vintage.

Barry, B. (1986). Strategic planning workbook for nonprofit organizations. St. Paul, MN: Amherst H. Wilder Foundation.

Bartunek, J. (1984, September). Changing interpretive schemes and organizational restructuring: The example of a religious order. Administrative Science Quarterly, 29: 355-372.

Bass, B. (1985). Leadership and Performance Beyond Expectations. New York, NY: Free.

Bass, B. (1990). Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications (3rd ed.). New York, NY: Free.

Bass, B. & Avolio, B. (1990). Developing transformational leadership. Journal of European Industrial Training, 14(5): 21-27.

Beamish, R. (1985). Sport executives and voluntary associations: A review of the literature and introduction to some theoretical issues. Sociology of Sport Journal, 2: 218-232.

Bennis, W. (1984). The four competencies of leadership. Training and Development Journal, 38(8): 14-19.

Bennis, W. (1999). The end of leadership: Exemplary leadership is impossible without full inclusion, initiatives and cooperation of followers. Organizational Dynamics, 3: 71-79.

Bennis, J & Nanus, J. (1985). Leaders: The Strategies for Taking Charge. New York, NY: Harper & Row.

Berg, D. & Kenwyn, K. (1988). The Self in Social Inquiry: Researching Methods. Newbury, CA: Sage.

Berrett, T. & Slack, T. (1999). An analysis of the influence on competitive and institutional pressures on corporate sponsorship decisions. Journal of Sport Management, 13: 114-138.

Bertlett, C. & Ghoshal, S. (1994, November-December). Changing the role of top management: Beyond strategy to purpose. Harvard Business Review, 79-88.

Best, C. (1994). Report of the Core Sport Commission. Ottawa, ON: Government of Canada.

Best, C., Blackhurst, M. & Makosky, L. (1992). Sport- the way ahead: Minister's task force on federal sport policy. Ottawa, ON: Fitness and Amateur Sport.

Bielefeld, W. (1992). Funding uncertainty and nonprofit strategies in the 1980s. Nonprofit Management and Leadership, 2(4): 381-401.

Blackford, K., Fougeyrollas, P. & Mahon, M. (1999). A Canadian Institute on the Disability Process. A paper submitted to the Canadian Institute of Health Research Design Grant Program, Social Sciences and Humanities Research Council of Canada, Canada Health Services Research Foundation, Winnipeg, MN: Author.

Blackhurst, M., Schneider, A., & Strachan, D. (1991). Values and ethics in amateur sport: Morality, leadership and education. London, ON: Fitness and Amateur Sport.

Blanchard, K. & Johnson, S. (1982). The One Minute Manager. New York, NY: William Morrow.

Boeker, W. (1997a). Executive migration and strategic change: The effect of top manager movement and product-market entry. Administrative Science Quarterly, 42: 213-236.

Boeker, W. (1997b). Strategic change: The influence of managerial characteristics and organizational growth. The Academy of Management Journal, 40(1): 152-170.

Boer, B. (1994). The Art of Strategic Planning for Information Technology. New York, NY: John Wiley & Sons.

Bogdan, R. & Bilken, S. (1992). Qualitative Research for Education: An Introduction to Theory and Methods. Boston, MA: Allyn & Bacon.

Bolman, L. & Deal, T. (1999). Leading with Soul: An Uncommon Journey of Spirit. San Francisco, CA: Jossey-Bass.

Borman, K., LeCompte, M. & Goetz, J. (1986). Ethnographic and qualitative research design and why it doesn't work. American Behavioural Scientist, 30(1): 42-57.

Bornemann, R. (1994). Society, Sport and Disability. Unpublished paper presented in PESS 204, Faculty of Physical Education and Recreation Studies, University of Alberta, Edmonton, AB: Author.

Bowler, J. (1970). Managing the Resource Allocation Process. New York, NY: Irwin.

Boyd, B. & Reuning-Elliott, E. (1998). A measurement model of strategic planning. Strategic Management Journal, 19: 181-192.

Brass, D. (1984). Being in the right place: A structural analysis of individual influence in an organization. Administrative Science Quarterly, 29: 518-539.

Bredberg, E. (1999). Writing disability history: Problems, perspectives and sources. Disability and Society, 14(2): 189-201.

Briggs, J. & Peat, D. (1989). Turbulent Mirror: An Illustrated Guide to Chaos Theory and the Science of Wholeness. Grand Rapids, MI: Perennial.

Broadbent, E. (1999). Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector, Toronto, ON: Canadian Centre for Philanthropy.

Broadhead, G. & Burton, A. (1996). The legacy of early adapted physical activity research. Adapted Physical Activity Quarterly, 13: 116-126.

Brown, S. & Eisenhardt, K. (1998). Competing on the Edge: Strategy as Structured Chaos. Boston, MA: Harvard Business School.

Bryman, A.(1986a). Leadership and Organizations. London, UK: Routledge.

Bryman, A.(1986b). Leadership and Corporate Culture. Management Decisions, 24: 50-53.

Bryman, A. (1992). Charisma and Leadership in Organizations. London, UK: Routledge.

Bryson, J. (1988). Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. San Francisco CA: Jossey-Bass.

Bryson, J. (1990). Formulating strategies to manage the issues. In D. Gies, J. Ott & J. Shafritz. (Eds.) Nonprofit Organization: Essential Readings (pp. 166-176). Pacific Grove, CA: Brooks-Cole.

Bryson, J. & Alston, F. (1999). Creating and Implementing your Strategic Plan: A Workbook for Public and Nonprofit Organizations. San Francisco, CA: Jossey-Bass.

Burgleman, R. (1983). A process model of internal corporate venturing in the diversified major firm. Administrative Science Quarterly, 28: 223-44.

Burgoyne, J. & Hodgson, V. (1984). An experiential approach to understanding managerial action. in J. Hunt et. al. (Eds.), Leaders and Managers, New York, NY: Pergamon.

Burns. J.(1978). Leadership. New York, NY: Harper & Row.

Burns, T. & Stalker, J. (1961). The Management of Innovation. Chicago, IL: Quadrangle.

Butler, R. & Wilson, D. (1990). Managing Voluntary and Non-Profit Organizations: Strategy and Structure. London, UK: Routledge.

Calzonetti, K. (2000, June). Facilitating independence in a movement context: A case study involving individuals with intellectual disabilities. Presentation made at the Active Living Alliance for Canadians with a Disability Annual Forum, Whitehorse, YK.

Campbell, J. (1977). The Cutting Edge of Leadership: An Overview. Carbondale, IL: Southern Illinois University.

Campbell, A. & Alexander, M. (1997, November-December). What's wrong with strategy? Harvard Business Review, 42-51.

Canadian Parks/Recreation Association (1997). The Benefits Catalogue: Summarizing Why Recreation, Sports, Fitness, Arts, Culture and Parks are Essential to Personal, Social, Economic and Environmental Well-Being. Ottawa, ON: author.

Cleary, M. (1999, June 11). Campaign urges disabled to get active. Ottawa Citizen, p. A3.

Chalip, L. (1997). Action research and social change in sport: An introduction to the special issue. Journal of Sport Management, 11: 1-7.

Chandler, A. (1962). Strategy and Structure: Chapters in the History of the Industrial Enterprise. Cambridge, MA: Massachusetts Institute of Technology.

Chelladurai, P. (1985). Sport Management: Macro Perspectives. London, ON: Sport Dynamics.

Chelladurai, P. & Saleh, S. (1980). Dimensions of leader behaviour in sports: Development of a leadership scale. Journal of Sport Psychology, 2, 34-45.

Child, J. (1972). Organizational structure, environment and performance: The role of strategic Choice. Sociology, 6: 1-22.

Christensen, C. (1997, November-December). Making strategy: Learning by doing. Harvard Business Review, 141-156.

Christie, J. (1995, April 21). Sport groups feel axe: Deep funding cuts made by Ottawa. Globe and Mail, p.A32.

Coderre, D. (1999, October). Speaking Notes for the Honourable Denis Coderre, P.C., M.P., Secretary of State (Amateur Sport) on the Occasion of the Athletes Can Forum. Alliston, ON: Author.

Conger, J. (1989). Leadership: The art of inspiring others. The Academy of Management Executive, 3: 17-24.

Conger, J. & Kanungo, R. (1987). Towards a behavioural theory of charismatic leadership in organizational settings. Academy of Management Review, 12: 637-647.

Conger, J. & Kanungo, R. (1991). Inspiring others: The language of leadership, Academy of Management Executive. 5 (1): 31-45.

Conner, D. (1998). Leading at the Edge of Chaos. New York, NY: John Wiley and Sons.

Crainer, S., Hodgson, P. & White, R. (1996). The Future of Leadership: Riding the Corporate Rapids into the 21st Century. Lanham, MD: Pitman.

Cresswell, J. (1994). Research Design: Qualitative and Quantitative Approaches. Thousand Oaks, CA: Sage.

Cressy, G. & Golden, A. (1986, June). Leadership and the voluntary sector. Unpublished paper presented at the New era for Voluntarism Conference, Toronto, ON: United Way of Toronto.

Crozier, M & Friedberg, E. (1980). Actors and Systems. Chicago, IL: University of Chicago.

Cyert, R. & March, J. (1963). A Behavioural Theory of the Firm. Englewood Cliffs, NJ: Prentice-Hall.

Czarniaska-Joerges, B & Wolff, R. (1991). Leaders, managers and entrepreneurs on and off the organizational stage. Organizational Studies,12 (4): 529-546.

Daft, R. (1992). Organizational Theory and Design (4th ed.). St. Paul, MN: West.

Daft, R., Griffin, R. & Yates,.V. (1987). Retrospective accounts of research factors associated with significant and not-so-significant research outcomes. Academy of Management Journal, 30: 763-785.

Daft, R. & Steers, R. (1986). Organizations: A Micro / Macro Approach. Glenview, IL: Scott Foresman.

Davies, P. (1990). Chaos frees the universe. New Scientist, 6: 48-51.

Deephouse, D. (1996). Does isomorphism legitimate? Academy of Management Journal, 39: 1024-1039.

Dell, M. & Fredman, C. (1999). Direct from Dell: Strategies that Revolutationized an Industry. New York, NY: Harper Business.

Deluga, R. (1990). The effects of transformational, transactional, and laissez faire leadership characteristics on subordinate influencing behaviour. Basic and Applied Social Psychology, 11: 191-203.

Denison, D, Hooijberg, R. & Quinn, R. (1995). Paradox and performance: Toward a theory of behavioural complexity in managerial leadership. Organization Science, 6: 524-540.

Denzin, N. & Lincoln, Y. (1994). Handbook of Qualitative Research. London, UK: Sage.

DePauw, K. & Gavron, S. (1995). Disability and Sport. Champaign, IL: Human Kinetics.

DePree, M.(1989). Leadership in an Art. New York, NY: Doubleday.

DePree, M.& Hunt, T. (1999). Leading Without Power: Finding Hope in Serving Community. San Francisco, CA: Jossey-Bass.

Devaney, R. & Keen, L. (1988). Chaos and Fractals : The Mathematics Behind the Computer Graphics. Providence, RI: American Math Society.

Dieser, R. (1999). Collaborative research. ATRAbute – Alberta Therapeutic Recreation Association, 59: 1-2.

DiMaggio, P. & Powell, W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. American Sociology Review, 48: 147-160.

DiMaggio, P. & Powell, W. (1991). Introduction, in P. DiMaggio & W. Powell (Eds.). The New Institutionalism in Organizational Analysis, Chicago, IL: University of Chicago.

Doherty, A. & Danylchuk, K. (1996). Transformational and transactional leadership in inter-university athletics management. Journal of Sport Management, 10(3): 292-309.

Driver, B. (1989). Applied leisure research: Benefits to scientists and practitioners and their respective roles. In E.L. Jackson & T. L. Burton (Eds.). Understanding Leisure and Recreation: Mapping the Past, Charting the Future (pp. 597-609). State College, PA: Venture.

Drucker, P. (1989). The New Realities: In Government and Politics/In Economics and Business/ In Society and World View. New York, NY: Harper and Row.

Drucker, P. (1992). Managing the Non Profit Organization: Practices and Principles. New York, NY: Harper Business.

Drucker, P. (1994, September-October). The theory of business. Harvard Business Review, 95-104.

Drucker, P. (1999). Management Challenges for the 21st Century. New York, NY: Harper Business.

Drucker, P., Depree, M., & Hesselbein, F. (1999). Excellence in Nonprofit Leadership. San Francisco, CA: Jossey-Bass.

Dubin, C. (1990). Commission of Inquiry into the Use of Drugs and Banned Practices Intended to Increase Athletes Performance. Ottawa, ON: Government of Canada.

Duncan, R. (1972). Characteristics of organizational environments and perceived environmental uncertainty. Administrative Science Quarterly, 17, 313-327.

Eisenhardt, K. (1989). Building theories from case study research. Academy of Management Review,14: 532-550.

Eitzen, S. & Yetman, N. (1972). Managerial change, longevity, and organizational effectiveness. Administrative Science Quarterly, 17: 110-116.

Elenkov, D. (1997). Strategic uncertainty and environmental scanning: The case for institutional influence scanning behaviour. Strategic Management Journal, 18:4, 287-302.

Farkas, C. & DeBacker, P. (1999). Maximum Leadership. New York, NY: Harper Business.

Field R. & House, R. (1996). Human Behaviours in Organizations: A Canadian Perspective. Scarborough, ON: Prentice Hall.

Fiedler, F. (1964). A Contingency model of leader effectiveness, in L. Berkowitz (Ed.) Advances in Experimental Social Psychology, New York, NY: Academic.

Fiedler, F. (1967). A Theory of Leadership Effectiveness. New York, NY: McGraw-Hill.

Finkelstein, S. & Hambrick, D. (1990). Top management team tenure and organizational outcomes: The moderating managerial discretion. Administrative Science Quarterly, 35: 484-503.

Finkelstein, S. (1992). Power in top management teams: Dimensions, measures and validation. Academy of Management Journal, 35: 505-538.

Firestone, W. (1987). Meaning in method: The rhetoric of quantitative and qualitative research. Educational Researcher, 16(7): 16-21.

Fligstein, N. (1991). The structural transformation of American industry: An institutional account of the causes of diversification in the largest firms: 1919-1979. In W. Powell & P. DiMaggio (Eds.). The New Institutionalism in Organizational Analysis, (pp.311-336). Chicago, IL: University of Chicago.

Foreman, P., Cull, J. & Kirby, R. (1997). Sports participation in individuals with spinal cord injuries: Demographic and psychological correlates. International Journal of Rehabilitation Research, 20: 159-168.

Fox-Wolfgramm, S., Boal, K., & Hunt, J. (1998). Organizational adaptation to institutional change: A comparative study of first-order change in prospector and defender banks. Administrative Science Quarterly, 43: 87-126.

Fracker, A. & Spears, L. (Eds.) (1999). Seeker and Servant: Reflections on Religious Leadership. San Francisco, CA: Jossey-Bass.

Freidland, R. & Alford, R. (1991). Bringing society back in: Society, practices and institutional contradictions. In DiMaggio, P. & Powell, W. (Eds.) The New Institutionalism in Organizational Analysis, Chicago, IL: University of Chicago.

Frick, D. & Spears, L. (Eds.) (1999). On Becoming a Servant Leader: The Private Writings of Robert K. Greenleaf. San Francisco, CA: Jossey-Bass.

Frisby, W., Crawford, S. & Dorer, T. (1997). Reflections on participatory action research: The case of low-income women accessing local physical activity services. Journal of Sport Management, 11: 8-28.

Galpin, T. (1999). Making Strategy Work: Building Sustainable Growth Capacity. San Francisco, CA: Jossey-Bass.

Gartner, A. & Joe, T. (1987). Images of the Disabled, Disabling Images. New York, NY: Praeger.

Gelatt, J. (1992). Managing Nonprofit Organizations in the 21st Century. Phoenix, AZ: Onyx.

Gemmill, G. & Oakley, J. (1992). Leadership: An alienating social myth. Human Relations, 45 (2): 113-129.

Ginsberg, A. (1988). Measuring and modeling changes in strategy: Theoretical foundations and empirical directions. Strategic Management Journal, 9: 559-575.

Glaser, B. (1992). Basics of Grounded Theory Analysis. Mill Valley, CA: Sociology.

Gleick, J. (1987). Chaos: Making a New Science. New York, NY: Penguin.

Gleitman, H. (1986). Psychology. New York, NY: Norton.

Godbey, G. (1989). Implications of recreation and leisure research for professionals. In E. L. Jackson & T. Burton (Eds.). Understanding Leisure and Recreation: Mapping the Past, Charting the Future (pp. 613-628). State College, PA: Venture.

Godbey, G., Graefe, A. & James, S. (1992). The Benefits of Local Recreation and Parks Services. Washington, D.C.: National Recreation Foundation.

Goleman, D. (1998, November-December). What makes leadership. Harvard Business Review, 92-105.

Goodstein, J. & Boeker, W. (1991). Turbulence at the top: A new perspective on governance structure and strategic changes. Academy of Management Journal, 34: 306-330.

Goodstein, J. & Burke, W. (1991, Spring). Creating successful organizational change. Organizational Dynamics, 5-17.

Gordon, C. (Ed.) (1980). Power / Knowledge: Selected Interviews and other Writings by M. Foucault, 1972 - 1977. New York, NY: Pantheon.

Greenwood, R. & Hinings, C. (1988). Organizational design, types, tracks and the dynamics of strategic change. Organizational Studies, 9 (3): 293-315.

Greenwood, R. & Hinings, C. (1993). Understanding strategic change: The contributions of archetypes. Academy of Management Journal, 36(5): 1052-1081.

Greiner, L. (1972, July-August). Evolution and revolution as organizations grow. Harvard Business Review, 50: 37-46.

Gregersen, H., Morrison, A, & Black, S. (1998-Fall). Developing leaders for the global frontier. Sloan Management Review, 21-31.

Guba, E.(1981). Effective Evaluation. San Francisco, CA: Jossey-Bass.

Guba, E. & Lincoln, S. (1991). Competing paradigms in qualitative research. In E. Guba & Y. Lincoln (Eds.). Handbook of Qualitative Research, (pp. 105-117), Thousand Oaks, CA: Jossey-Bass.

Haeckel, S. (1999). Adaptive Enterprises: Creating and Leading Sense and Respond Organizations. Boston, MA: Harvard.

Hale, G., Barr, P., Buckman, G., Goodman, S., Jimenez, H., Naylor, V., & Seddon, G. (1979). The Source Book for the Disabled. New York, NY: Paddington.

Halpin, A. & Werner, B. (1957). A factorial study of the leader behaviour description. In R.M. Stogdill & A.E. Coons (Eds.), Leader Behaviours: Its Description and Measurement (pp. 65-68). Columbus, OH: Ohio State University.

Hambrick, D. (1994) Top management groups: A conceptual integration and reconsideration of the "team label". In B. Staw, and L. Cummings (Eds.). Research in Organizational Behaviour, (pp. 171-214), Greenwich, CT: JAI.

Hambrick, D. & Fukutomi G. (1991). The seasons of a CEO's tenure. Academy of Management Review, 16 (4): 719-742.

Hambrick, D. & Mason, P. (1984). Upper echelons: The organization as a reflection of its top managers. Academy of Management Review, 9: 193-206.

Hamel, G. & Prahalad, C. (1994). Competing for the Future. Boston, MA: Harvard Business School.

Hannan, M. & Freeman, J. (1977). The population ecology of organizations. American Journal of Sociology, 82: 929-964.

Harlan, S. & Saidel, J. (1994). Board members' influence on the government-nonprofit relationship. Nonprofit Management and Leadership, 5(2): 173-196.

Harris, C. (1974). Canada to host more Olympics in 1976. Sports Recreation and Fitness, 3: 5-6.

Harvey, J. & Proulx, R. (1988). Sport and the Canadian State. In J. Harvey & H. Cantelon (Eds.), Not Just a Game (pp. 93-119). Ottawa, ON: University of Ottawa.

Hater, J. & Bass, B. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. Journal of Applied Psychology, 73: 695-702.

Hatton, A., Potter, I., Good, D., Patten, M., Floyd, G., & McCloskey, B. (1999). Working Together: A Government of Canada / Voluntary Sector Joint Initiative - Report of the Joint Table August 1999. Ottawa, ON: Government of Canada.

Hedrick, B. (1985). The effect of wheelchair tennis participation and mainstreaming upon perception of competence of physically disabled adolescents. Therapeutic Recreation Journal, 19: 34-46.

Heifetz, R. & Laurie, D. (1997, January-February). The work of leadership. Harvard Business Review, 124-134.

Hempill, J & Coons, A. (1957). Development of the leaders behaviour description questionnaire. In R.M. Stogdill & A.E. Coons (Eds.), Leader Behaviours: Its description and measurement (pp. 65-68). Columbus, OH: Ohio State University.

Henderson, R. & Mitchell, W. (1997). The interaction of organizational and competitive influences on strategy and performance. Strategic Management Journal, 18: 5-14.

Hersey, P. & Blanchard, K. (1977). Management of Organizational Behaviour: Utilizing Human Resources. Englewood Cliffs, NJ: Prentice-Hall.

Hey, K. & Moore, P. (1999). The Caterpillar Doesn't Know: How Personal Change is Creating Organizational Change. New York, NY: Simon & Schuster.

Heydon, P. (1985). The Historical Development of Sport for the Physically Disabled. Unpublished paper, Ottawa, ON: University of Ottawa

Higgins, J. & Vincze, J. (1989). Strategic Management: Text and Cases. Chicago, IL: Dryden.

Hill, C. & Jones, G. (1995). Strategic Management: An Integrated Approach. Boston, MA: Houghton Mifflin.

Hinings, C. & Greenwood, R. (1988). The Dynamics of Strategic Change. Oxford, UK: Basil Blackwell.

Hitt, M. & Tyler, B. (1991). Strategic decisions models: Integrating different perspectives. Strategic Management Journal, 12: 327-351.

Hoffman, A. (1999). Institutional evolution and change: Environmentalism and the U.S. chemical industry. Academy of Management Journal, 42(4): 351-371.

Hoffman, A. & Ventrensca, M. (1999). The Institutional History of Corporate Environmentalism. San Francisco, CA: New Lexington.

Horch, H. (1996). The German sport club and the Japanese firm: What For-Profit Organizations Can Learn from Non-Profit Organizations. A paper presented at North American Society for Sport Management Conference, Fredericton, NB.

House, R. (1971). A Path-Goal Theory of Leader Effectiveness. Administrative Science Quarterly, 16, 321-38.

House, R. & Mitchell, T. (1974). Path-goal theory of leadership. Journal of Contemporary Business, 2: 81-97.

Howell, J. & Avolio, B. (1995). Charismatic leadership: Submission or liberation? Business Quarterly, 60(1): 62-70.

Howell, J., Bowmen, D., Dorfman, P., Kerr, S. & Podsakoff, P. (1990). Substitutes for leadership: Effective alternatives to ineffective leadership. Organizational Dynamics, 21: 21-38.

Hunt, J., Hosking, D., Chester, S. & Steward, R.(1984). Leaders and managers: International perspectives on managerial behaviour and leadership. New York, NY: Pergamon.

Inglis, S. (1992). Focus groups as useful qualitative methodology in sport management. Journal of Sport Management, 6(3): 173-178.

Inglis, S. (1997). Roles of the board in amateur sport organizations. Journal of Sport Management, 11: 160-176.

Inglis, S. (1997). Shared leadership in the governance of amateur sport: Perceptions of executive directors and volunteer board members. AVANTE, 3(1): 14-33.

International Council on Sport Science and Physical Education (1994, December). Nature and function of sport science: Ethical considerations for sport, sport education and sport science. Ad-hoc working group, German Olympic Institute, Berlin, GER: Author.

Jacobs, D., Roswal, G., Hovart, M., & Corman, D. (1990). A comparison between the psychological profiles of wheelchair athletes, wheelchair non-athletes and able-bodied athletes. In G. Doll-Tepper, C. Dahms, B. Doll & V. Selzman (Eds.) Adapted Physical Activity: An Interdisciplinary Approach, (pp. 70-75), Berlin, GER: Springster.

Jenkins, M. & Bradshaw-Jinkins, D. (1999). The Character of Leadership: Political Realism and Public Virtue in Nonprofit Organizations. San Francisco, CA: Jossey-Bass.

Jensen, R. (1987). Classic chaos. American Scientist, 75: 168-180.

Jepperson, R. & Meyer, J. (1991). The public order and the construction of formal organizations. In DiMaggio, P. & Powell, W. (Eds.) The New Institutionalism in Organizational Analysis, Chicago, IL : University of Chicago.

Johnson, S. (1997). Canadian Wheelchair Sports Association: New directions. Gloucester, ON: Author.

Jollimore, (1995, March 12). Federal slashing could have been done more sensibly. Globe and Mail, C5.

Kanter, R. (1983). The Change Masters. London, UK: Simon & Schuster.

Kanter, R. (1989). When Giants Learn to Dance. New York, NY: Simon & Schuster.

Kanters, M. & Rosenberg, D. (1998). Where do we belong? Finding a home for sport management. Unpublished presentation at the 1998 North American Society for Sport Management Conference, Buffalo, NY: Authors.

Katz, D. & Kahn, R. (1978). The Social Psychology of Organizations (2nd Ed.). New York, NY: Wiley.

Katzenbach, J. (1997, November-December). The myth of the top management team. Harvard Business Review, 83-87

Keat, R. & Ambercrombie, N. (1990). Enterprise Culture. London, UK: Routledge.

Kelly, R. (1988, January-February). In praise of followers. Harvard Business Review, 142-148.

Keisler, S. & Sproull, L. (1982). Managerial response to changing environments: Perspectives on problem sensing from social cognition. Administrative Science Quarterly, 27: 548-570.

Keyes, M. (1989). Government involvement in fitness and amateur sport. In D. Morrow, M. Keyes, W. Simpson, F. Consentino & R. Lappage (Eds.), A Concise History of Sport in Canada, Toronto, ON: Oxford.

Kidd, B. (1988). The philosophy of excellence: Olympic performances, class, power, and the Canadian state. In P.J. Galasso (Ed.), Philosophy of Sport and Physical Activity: Issues and Concepts (pp. 11-31). Toronto, ON: Canadian Scholars.

Kidd, B. (1991). Government, business and sport governing bodies: Who are the decision makers? In F. Landry, M. Landry, M. & M. Yerles, (Eds.), Sport: The Third Millennium- Proceedings of the International Sport Symposium, Quebec City, QC: Laval University.

Kikulis, L., Slack, T., & Hinings, B. (1992). Institutionally specific design archetypes: A framework for understanding change in national sport organizations. International Journal of Sport Sociology, 27(4): 343-365.

Kikulis, L., Slack, T. & Hinings, B. (1995a). Does decision making make a difference? Patterns of change within Canadian national sport organizations. Journal of Sport Management, 9: 273-299.

Kikulis, L., Slack, T., & Hinings, R. (1995b). Sector specific patterns of organizational design change, Journal of Management Studies, 32(1): 67-100.

Kimberly, J. (1979). Issues in the creation of organizations: initiation, innovation and institutionalization. Academy of Management Journal, 22(3): 437-57.

Kimberly, J. & Bouckikhi, H. (1995). The dynamics of organizational development and change: How the past shapes the present and constrains the future. Organization Science, 6: 9-18.

Kirk, J. & Miller, M. (1986). Reliability and Validity in Qualitative Research. Beverly Hills, CA: Sage.

Knights, D. and Morgan, G. (1992). Leadership and corporate strategy: Toward a critical analysis. The Leadership Quarterly, 3: 3-13.

Koop, C. (1999). Results and Recommendations of the World Summit on Physical Education. Berlin, GER: International Council on Sport Science and Physical Education.

Kotter, J. (1990). A Force for Change: How Leadership Differs from Management. New York, NY: Free.

Kotter, J. (1991, January-February). What leaders really do. Harvard Business Review, 3-11.

Kouzes, J. & Posner, B. (1992). Psychometric Properties of the Leadership Practices Inventory. Toronto, ON: Pfeiffer.

Kouzes, J. & Posner, B. (1993). Credibility: How Leaders Gain and Lose it, Why People Demand It. San Francisco, CA: Jossey-Bass.

Kouzes J. & Posner, B. (1994). The Leadership Challenge How to Keep Getting Extraordinary Things done in Organizations (2nd ed.). San Francisco, CA: Jossey-Bass.

Kouzes, J. & Posner, B. (1997). Leadership Practices Inventory: Facilitator's Guide. San Francisco, CA: Jossey-Bass

Kouzes, J. & Posner, B. (1999). Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others. San Francisco, CA: Jossey-Bass.

Krueger, R. (1988). Focus Groups: A Practical Guide for Applied Research. London, UK: Sage.

Kuch, A. (1996). Business not as usual. Association, 2: 17-19.

Labanowich, S. (1988). A case for the integration of the disabled into the Olympic Games. Adapted Physical Activity Quarterly, 6: 264-272.

Lambert, L., Walker, D., Zimmerman, D., Cooper, J., Lambert, M., Gardner, M., & Slack, P. (1995). The Constructivist Leader. New York, NY: Teachers College.

Lawrence, T. (1999). Institutional strategy. Journal of Management, 25(2), 161-188.

Leavy, B. (1989).Strategy Formation in Irish Complex Organizations. Unpublished doctoral dissertation, Coventry, UK: University of Warwick.

Leavy, B. (1995). Case based research: Practical reflections on the craft. Irish Business and Administrative Research. (draft).

Leavy, B. (1996a). On studying leadership in the strategy field. Leadership Quarterly, 7(4): 435-454.

Leavy, B. (1996b). Key Processes in Strategy: Themes and Theories. London, UK: Thompson International.

Leavy, B. & Wilson, D. (1994). Strategy and Leadership. New York, NY: Routledge.

Legg, D. (1996). An Organizational Assessment of the Commission for the Inclusion of Athletes with a Disability. Unpublished paper, Edmonton, AB: Author.

Legg, D. & Steadward, R. (1996). The inclusion of athletes with a mental handicap into the Paralympic movement. Special Olympic Winter Games Symposium Proceedings, Calgary, AB: Special Olympics.

Legg, D. & Steadward, R. (1997, May). The history of inclusion in wheelchair sports in Canada. Canadian Association of Health, Physical Education, Recreation and Dance Conference Proceedings, Red Deer, AB.

Legg, D. & Wheeler, G. (1997). Retirement experiences for athletes with a disability: Implications for therapeutic recreation. In G. Hitzhusen & L. Thomas (Eds.). Global Therapeutic Recreation V, (p. 156-162): University of Missouri.

Leifer, R. & Huber, G. (1977). Relations among perceived environmental uncertainty, organizational structure, and boundary spanning behaviour. Administrative Science Quarterly, 22: 235-247.

Levy, D. (1994, Summer). Chaos theory and strategy: Theory, application and managerial implications. Strategic Management Journal, 167-178.

Lincoln, C. & Mills, D. (1998). Sport: Leadership, Partnership and Accountability, Standing Committee on Canadian Heritage, Sub-Committee on the study of Sport in Canada, Ottawa, ON: House of Commons.

Lincoln, Y. & Guba, E. (1985). Naturalistic Inquiry. Beverly Hills, CA: Sage.

Lindstrom, H. (1992). Integration of sport for athletes with disabilities into sport programs for able-bodied athletes. Palaestra, 15: 28-59.

Locke, L. (1989). Qualitative research as a form of scientific inquiry in sport and physical education. Research Quarterly for Exercise and Sport, 60(1): 1-20.

London, C & Boucher, B. (2000). Leadership and organizational effectiveness in Canadian university athletics. International Journal of Sport Management, 1(1): 70-87.

Lorange, P. Scott Morton, M. & Ghoshal, S. (1986). Strategic Control Systems. St. Paul, MN: West.

Luthans, F. & Lockwood, D. (1984). Toward an observation system for measuring leader behaviour in natural settings. In E. Hunt et. al. (Eds), Leaders and Managers. New York, NY: Pergamon.

Lyons, R. (1993). Meaningful activity and disability: Capitalizing upon the potential of outreach recreation networks in Canada. Canadian Journal of Rehabilitation, 6(4): 256-265.

Mabrick, D. & Mason, A. (1984). Upper echelons: The organizations as a reflection of its top managers. Academy of Management Review, 9: 193-206.

Machiavelli, N. (1985). The Prince. Chicago, IL: University of Chicago.

Macintosh, D., Bedecki, T. & Franks, C. (1987). Sport and politics in Canada: Federal government involvement since 1961. Montreal, PQ: McGill - Queen's.

Macintosh, D. & Whitson, D. (1994). The game planners: Transforming Canada's sport system. Montreal, PQ: McGill - Queen's.

MacMillian, I. (1983). Competitive strategies for not-for-profit agencies. In R. Lamb (Ed.), Advance Strategic Management (pp. 61-82), Greenwich, CT: JAI.

Maguire, T. (1996, October). Research in adapted physical activity. Unpublished presentation made at the North American Federation for Adapted Physical Activity Conference, Banff, AB: Author.

Manfred, F. & Keats, V. (1994). The leadership mystique. Academy of Management Executive, 8(3): 73-92.

Marshall, C. & Rossman, G. (1989). Designing Qualitative Research. Newbury Park, CA: Sage.

Maxwell, J. (1992). Understanding and validity in qualitative research. Harvard Educational Review, 62(3): 279-300.

McCall, M. & Lombardo, M. (1978). Off the track: Why and how successful executives get derailed (Technical Report No. 21) Greensboro, NC: Centre for Creative Leadership.

McClellan, R. (1999). Free throw. Canadian Wheelchair Basketball Association email newsletter, 0244.

McCracken, G. (1988). The long interview: Qualitative research methods. Newbury Park, NJ: Sage.

McFarlan, W. (1999, November-December). Working on nonprofit boards: Don't assume the shoe fits. Harvard Business Review, 65-80.

McGahan, A. & Porter, M. (1997, July). How much does industry matter, really? Strategic Management Journal, 15-30.

McGill, M. & Slocum, J. (1998, Winter). A little leadership please. Organizational Dynamics, 39-49.

McNeese-Smith, D. (1991). The impact of leadership behaviours upon job satisfaction, productivity and organizational commitment of followers. Unpublished doctoral dissertation, Seattle, WA: Seattle University.

McNulty, T. & Pettigrew, A. (1999). Strategists on the board. Organization Studies, 20(1): 47-74.

McPherson, B. (1985). Avoiding chaos in the sociology of sport brickyard. Quest, 12(1): 439-449.

Meindl, J., Ehrlich, S. & Dukerich, J. (1985). The romance of leadership. Administrative Science Quarterly, 30: 78-102.

Merrian, S. (1989). Case Study Research in Education: A Qualitative Approach. San Francisco, CA: Jossey-Bass.

Meyer, A. (1982). Adapting to environmental jolts. Administrative Science Quarterly, 27: 515-537.

Meyer, J. & Rowan, B. (1991). Institutionalized organizations: Formal structure as myth and ceremony. In DiMaggio, P. & Powell, W. (Eds.) The New Institutionalism in Organizational Analysis, Chicago, IL: University of Chicago.

Meyer, J. & Scott, R. (1983). Organizational Environments: Rituals and Rationality. Beverly Hills, CA: Sage.

Miles, M. (1979). Qualitative data as an attractive nuisance: The problem of analysis. Administrative Science Quarterly, 24: 590-601.

Miles, M. & Huberman, M. (1984a). Qualitative Data Analysis: A Sourcebook of New Methods. Newbury Park, CA: Sage.

Miles, M. & Huberman, M. (1984b, May). Drawing valid meaning qualitative data: Toward a shared craft. Educational Researcher, 20-30.

Miles, R. & Snow, C. (1978). Organizational Strategy, Structure, and Process. New York, NY: McGraw-Hill.

Miles, R, Snow, C. & Pfeffer, J. (1974). Organizational environment: Concepts and issues. Industrial Relations, 13: 244-264.

Miller, L (1989). Barbarians to Bureaucrats: Corporate Life Cycle Strategies. New York, NY: Fawcett Columbia.

Miller, D. & Friesen, P. (1983, December). Strategy making and environments: The third link. Strategic Management Journal, 221-235.

Mintzberg, H. (1972). The Nature of Managerial Work. New York, NY: Harper & Row.

Mintzberg, H. (1978). Patterns in strategy formation. Management Science, 24: 934-948.

Mintzberg, H. (1979). An emerging strategy of direct research. Administrative Science Quarterly, 24: 582-589.

Mintzberg, H. (1987, March-April). Crafting strategy. Harvard Business Review, 65: 66-75.

Mintzberg, H. (1987). The strategy concept II: Another look at why organizations need strategies. California Management Review, 4: 25-32.

Mintzberg, H. (1990, March-April). The manager's job: Folklore and fact. Harvard Business Review, 90: 163.

Mintzberg, H. (1993). The Rise and Fall of Strategic Planning. New York, NY: Free.

Mintzberg, H. (1994). Re-thinking strategic planning. Long Range Planning, 27(3): 12-30.

Mintzberg, H. (1994, January-February), The fall and rise of strategic planning. Harvard Business Review, 107-115.

Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. New York, NY: Free.

Mintzberg, H. & Quinn, J. (1991). The Strategy Process: Concepts, Contexts, Cases. Englewood Cliffs, NJ: Prentice-Hall.

Mintzberg, H. & Waters, J. (1982, July). Of strategies, deliberate and emergent. Strategic Management Journal, 257-272.

Mitchelson, B. (1994). The leadership practices of sixty respected recreation, sport, leisure and lifestyle leaders from Alberta. Recreation Alberta, 15: 16-27.

Montanari, J. & Bracker, J. (1986). The strategic management process at the public planning unit level. Strategic Management Journal, 7: 251-265.

Moore, M., Beazley, S. & Maelzer, J. (1998). Researching Disability Issues. Buckingham, UK: Open.

Morgan, D. (1986). Focus Groups as Qualitative Research. London, UK: Sage.

Nadler, D. & Tushman, M. (1999). The organization of the future: Strategic imperatives and core competencies for the 21st Century. Organizational Dynamics, 13: 45-59.

Nanus, B. & Dobbs, S. (1999). Leaders Who Make a Difference: Essential Strategies for Meeting the Nonprofit Challenge. San Francisco, CA: Jossey-Bass.

Nutt, P. (1984, March). A strategic-planning network for non-profit organizations. Strategic Management Journal, 57-75.

Nutt, P. (1986). Tactics of implementation. Academy of Management Journal, 29(2): 230-261.

Nutt, P. (1987). Identifying and appraising how managers install strategy. Strategic Management Journal, 5: 57-75.

Nutt, P. (1989). Selecting tactics to implement strategic plans. Strategic Management Journal, 8: 1-14.

Nutt, P. & Backoff, R. (1999). Strategic Management of Public and Third Sector Organizations: A Handbook for Leaders. San Francisco, CA: Jossey-Bass.

Ocasio, W. (1999). Institutionalized action and corporate governance: The reliance on rules of CEO succession. Administrative Science Quarterly, 44: 384-416.

Olafson, G. (1990). Research design in sport management: What's missing, what's needed? Journal of Sport Management, 4, 103-120.

Oliver, C. (1991). Strategic responses to institutional processes. Academy of Management Review, 16 (1): 145-179.

Ortega, B. (1998). In Sam we Trust: The Untold Story of Sam Walton and How Wal-Mart is Devouring America. New York, NY: Random House.

Ostry, A. (1995). Sport Canada Sport Funding and Accountability Framework Announcement. Ottawa, ON: Ministry of Heritage.

O'Toole, J. (1985). Vanguard Management. New York, NY: Doubleday.

O'Toole, J. (1995). Value Based Leadership: Overcoming the Ideology of Comfort and the Tyranny of Custom. New York, NY: Jossey-Bass.

Papadakis, V., Lioukas, S., & Chambers, D. (1998, September). Strategic decision making processes: The role of management and context. Strategic Management Journal, 115-147.

Pascal, R., Millemann, M. & Goija, L. (1997, November-December). Changing the way we change. Harvard Business Review, 127-132.

Paton, G. (1987). Sport management and research: What progress has been made? Journal of Sport Management, 1: 25-31.

Patten, R. (1991). Why brilliant strategies don't always succeed. Business Quarterly, 55(3): 95-99.

Patton, M. (1990). Qualitative Evaluation Methods. Beverly Hills, CA: Sage.

Perkins, L. & Norman, G. (1999). A Sportsman's Life: How I Built Orvis by Mixing Business and Sport. New York, NY: Atlantic Monthly.

Perrow, C. (1982). Complex Organizations: A Critical Analysis. Glenview, IL: Scott Foresman.

Peters, T. (1987). Thriving on Chaos. New York, NY: Harper Perennial.

Peters, T. & Waterman, R. (1982). In Search of Excellence: Lessons from America's Best Run Companies. New York, NY: Warner.

Pettigrew, A. (1985a). The Awakening Giant: Continuity and Change in ICI. New York, NY: Blackwell.

Pettigrew, A. (1985b). Explaining change in the long-term context of culture and politics. In J. Pennings. & Associates (Eds.) Organizational Strategy and Change, San Francisco, CA: Jossey-Bass.

Pettigrew, A. (1987a). Context and action in the transformation of the firm. Journal of Management Studies, 24:6, 657-669.

Pettigrew, A. (1987b). The Management of Strategic Change. Oxford, UK: Basil Blackwood.

Pettigrew, A. (1990). Longitudinal field research on change: theory and practice. Organizational Science, 1: 267-271.

Pettigrew, A. (1992). The character and significance of strategy process research. Strategic Management Journal, 13: 5-16.

Pfeffer, J. (1977). The Ambiguity of Leadership. Academy of Management Review, 2: 104-112.

Pfeffer, J. & Salancik, G. (1978). The External Control of Organizations: A Resource Dependence Perspective. New York, NY: Harper & Row.

Picken, J. & Dess, G. (1997, Summer). Out of (strategic) control. Organizational Dynamics, 35-48.

Picken, J. & Dess, G. (1998, Summer). Right strategy – Wrong problem. Organizational Dynamics, 35-49.

Piore, M. (1979). Qualitative research techniques in economics. Administrative Science Quarterly, 24: 560-569.

Pitter R. (1987). Organization and Experience: A Sociological Analysis of an Amateur Sport Organization. Unpublished Master's Thesis, Edmonton: AB, University of Alberta.

Podsakoff, P. (1994). Quantitative methods in leadership research: Introduction of a new section. Leadership Quarterly, 5(1): 1-2

Podsakoff, P. & Dalton, D.(1987). Research methodology in organizational studies. Journal of Management, 13(2): 419-441.

Porter, M. (1980). Competitive Strategies: Techniques for Analyzing Industries and Competitors. New York, NY: Free.

Porter, M. (1985). Competitive Advantage. New York, NY: Free.

Porter, M. (1991). Towards a dynamic theory of strategy. Strategic Management Journal, 12: 95-117.

Posner, B. & Kouzes, J. (1988). Development and validation of the leadership practices inventory. Educational and Psychological Measurement, 42(2), 483-496.

Prahalad, C. & Hamel, G. (1990, September-October). The core competence of the corporation. Harvard Business Review, 79-81.

Rea, H., DesRuisseaux, P. & Greene, N. (1969). Task Force on Sports for Canadians. Ottawa, ON: Health and Welfare Canada.

Rouse, W. (1999). Don't Jump to Solutions: Thirteen Delusions that Undermine Strategic Thinking. San Francisco, CA: Jossey-Bass.

Rutherford, W. (1990). Taking a qualitative approach to fitness research. Canadian Association of Health, Physical Education Recreation and Dance Journal, 6: 16-21.

Savell, K., Huston, A. & Malkin, M. (1993). Collaborative research: Bridging the gap between practitioners and researchers/educators. In M Malkin & C. Howe (Eds.), Research in Therapeutic Recreation: Concepts and Methods. (p. 77-96), State College, PA: Venture.

Schien, E. (1985). Organizational culture and Leadership, San Francisco, CA: Jossey-Bass.

Schneider, S. & DeMeyer, A. (1991). Interpreting and responding to strategic issues: The impact of national culture. Strategic Management Journal, 12: 307-320.

Scott, D. (1999). A multi-frame perspective of leadership and organizational climate in intercollegiate athletics. Journal of Sport Management, 13: 298-316.

Scott, W. (1987). The adolescence of institutional theory. Administrative Science Quarterly, 32: 493-511.

Scott, R. & Powell, W. (1991). Unpacking institutional arguments. In P. DiMaggio, & W. Powell, (Eds.) The New Institutionalism in Organizational Analysis, Chicago, IL: University of Chicago.

Searle, M. (1989). Testing the reciprocity norm in a recreation management setting. Leisure Sciences, 11: 353-365.

Sergiovanni, T., (1996). The Lifeworld of Leadership. San Francisco, CA: Jossey-Bass.

Shephard, R. (1999). Postmodernism and adapted physical activity: A new Gnostic heresy? Adapted Physical Activity Quarterly, 16: 331-343.

Sherrill, C. (1986). Social and psychological dimensions of sports for disabled athletes. In C. Sherrill (Ed.), Sport and Disabled Athletes, (pp. 21-33), Champaign, IL: Human Kinetics.

Sherrill, C. & Williams, T. (1996). Disability and sport: Psychosocial perspectives on inclusion, integration and participation. Sport Science Review, 5(1): 42-64.

Sherrill, C. & O'Connor, J. (1999). Guidelines for improving adapted physical activity research. Adapted Physical Activity Quarterly, 16: 1-8.

Silverman, D. (1970). The Theory of Organizations. London, UK: Heineman.

Simonds, M. (1999). The Lion in the Room Next Door. Toronto, ON: McClelland & Stewart.

Simpson, R. & Eaves, R. (1985). Do we need more qualitative research or more good research? A reaction to Stainback and Stainback. Exceptional Children, 51(4): 330-334.

Singleton, R., Straits, B., Straits, M. & McAllister, R. (1988). Approaches to Social Research. New York, NY: Oxford.

Skarda, C. & Freeman, W. (1987). How brains make chaos in order to make sense of the world. Behavioural and Brain Sciences, 10: 161-195.

Slack, T. (1983). An Organizational Case Analysis of a Voluntary Sport Organization. Unpublished Doctoral Thesis, Edmonton, AB: University of Alberta.

Slack, T. (1996). From the locker room to the boardroom: Changing the domain of sport management. Journal of Sport Management, 10: 97-105.

Slack,T. (1997). Understanding Sport Organizations: The Application of Organizational Theory. Champaign, IL: Human Kinetics.

Slack, T. & Hinings, C. (1992). Understanding change in national sport organizations: An integration of theoretical perspectives. Journal of Sport Management, 6(2): 114-132.

Slack, T. & Thibault, L. (1988). Values and beliefs: Their role in the structuring of national sport organizations. Arena Review, 12: 140-155.

Slife, B. (1998). Raising the consciousness of researchers: Hidden assumptions in the behavioral sciences. Adapted Physical Activity Quarterly, 15: 208-221.

Soucie, D. (1994). Effective managerial leadership in sport organizations. Journal of Sport Management, 8: 1-13.

Sport Ontario (1992). For the Love of Sport: A Resource Kit for Sport Leaders in Ontario. Toronto, ON: Ministry of Tourism and Recreation.

Starkman, R. (1994, October 27). Dying a slow death: Study reveals Canadian amateur sports system in disarray. Calgary Herald, p. C4.

Steadward, R. (1996). Integration and sport in the Paralympic movement. Sport Science Review, 5(1): 26-41.

Steadward, R. & Peterson, C. (1997). Paralympics: Where Heroes Come From. Edmonton, AB: Friesens.

Stimpert, J. & Duhaime, I. (1997). Seeing the big picture: The influence of industry, diversification, and business strategy on performance. Academy of Management Journal, 40(3): 560-583.

Stogdill, R. (1974). Handbook of Leadership. New York, NY: Free.

Stone, M., Bigelow, B., & Crittenden, W. (1999). Research on strategic management in nonprofit organizations: Synthesis, analysis, and future directions. Administration and Society, 31(3): 378-423.

Stratton, J. (1999). Strategy manages diverse board opinions on organization's long-term direction. Board & Administrator: For Administrators Only, 15(7) 1-3.

Strauss, J. & Corbin, K. (1990). Basics of Qualitative Research. Newbury Park, CA: Sage.

Strean, B. (1998). Identifying what we take for granted in our research: Suggestions for assumption hunters. Adapted Physical Activity Quarterly, 15: 278-284.

Stuna, N. (1991). Further reactions to Newell: Chaos is wonderful! Quest, 43:230-235.

Task Force on National Sport Policy (1988). Toward 2000: Building Canada's Sport System. Ottawa, ON: Fitness and Amateur Sport.

Taylor, C. (1996). An investigation of the relationships between perceived leadership behaviour, staff nurse job satisfaction, and organizational commitment. Unpublished Master's thesis, Louisville, KY: Bellarmine College.

Tesch, R. (1990). Qualitative Research: Analysis Types and Software Tools. New York, NY: Falmer.

Thain, D. (1990). Strategic management: The state of the art. Business Quarterly, 55(2): 95-102.

The Economist (1995). The leadership thing. The Globe and Mail, December 9th: D9.

Thibault, L. & Harvey, J. (1997). Fostering inter-organizational linkages in the Canadian sport delivery system. Journal of Sport Management, 11:45-68.

Thibault, L., Slack, T., & Hinings, B. (1991). Professionalism, structures and systems: The impact of professional staff on voluntary sport organizations. International Review for Sociology of Sport, 26 : 83-99.

Thibault, L., Slack, T. & Hinings, B. (1993). A framework for the analysis of strategy in nonprofit sport organizations. Journal of Sport Management, 7: 25-43.

Thibault, L., Slack, T., & Hinings, B. (1994). Strategic planning for nonprofit sport organizations: Empirical verification of a framework. Journal of Sport Management, 8: 218-233.

Thomas, C. & Ermler, K. (1988). Institutional obligations in the athletic retirement process. Quest, 40: 137-150.

Thompson, J. (1967). Organizations in Action. New York, NY: McGraw-Hill.

Tichy, N. & Devanna, M. (1986). The Transformational Leader. New York, NY: Wiley.

Tichy, N. & Ulrich, D. (1984). Revitalizing organizations: The leadership role. In J. Kimberly & R. Quinn (Eds.), Managing Organizational Transitions (pp. 240-264). Homewood, IL: Richard D. Irwin.

Tushman, M. & Romanelli, E. (1985). Organizational evolution: A metamorphosis model of convergence and reorientation. In L. Cummings & B. Shaw (Eds.), Research in Organizational Behaviour (pp. 171-222). Greenwich, CT: JAI.

Ulrich, D. (1987). The role of transformational leaders in changing sports arenas. In T. Slack & C. Hinings (Eds.), The Organization and Administration of Sport (pp. 193-227). London, ON: Sports Dynamic.

Van Dalen, D. (1979). Understanding Education Research: An Introduction. New York, NY: McGraw-Hill.

Van Maanen, J. (1988). Tales of the Field: Writing Ethnography. Chicago, IL: University of Chicago.

Virany, B., Tushman, M. & Romanelli, E. (1992). Executive succession and organizational outcomes in turbulent environments: An organizational learning approach. Organizational Science, 3: 72-91.

Vogal, L. & Patterson, I. (1986). Strategy and structure: A case study of the implications of strategic planning for organizational structure and management practice. Administration in Social Work, 10(2): 53-66.

Wechler, B. & Backoff, R. (1987). Dynamics of strategy formulation in public agencies. Journal of American Planning Association, 53: 34-43.

Weese, J. (1996). Do leadership and organizational culture really matter? Journal of Sport Management, 10: 197-206.

Wernet, S. & Austin, D. (1991). Decision making style and leadership patterns in non-profit human service organizations. Administration in Social Work, 15(3): 1-17.

Westland, C. (1979). Fitness and Amateur Sport in Canada: The Federal Government's Program: An Historical Perspective. Ottawa, ON: Canadian Parks and Recreation Association.

Wheatley, M. (1995). Leadership and Chaos. San Francisco, CA: Jossey-Bass.

Wheeler, G. (1998). Challenging our research assumptions in the biological area of adapted physical activity. Adapted Physical Activity Quarterly, 15: 208-221.

Wheeler, G., Legg, D., Malone, L., Olenik, L., Matthews, J., & Steadward, R. (1995). Ethics and responsibilities: What has disability sport learned from able-bodied sport? Unpublished paper, Edmonton, AB: Rick Hansen Centre.

Wheeler, G., Steadward, R., Legg, D., Hutzler, S., Campbell, L., & Johnson, A. (1999). Personal investment in disability sport careers: An international study. Adapted Physical Activity Quarterly, 16(3): 219-237.

Whittington, R. (1993). What is Strategy-and Does it Matter? New York, NY: Routledge.

Whyte, W. (1991). Participatory Action Research. Newbury Park, NJ: Sage.

Wilber, R., Kudla-Finn, S., & Freeland, C. (1994). The Complete Guide to Nonprofit Management. New York, NY: John Wiley and Sons.

Wilkins, A. & Bristow, N. (1987). For successful organizations, honour your past. The Academy of Management Executive, 1(3): 221-229.

Wolf, J. (1990). Managing change in nonprofit organizations. In D. Gies, J. Ott & J. Shafritz (Eds.), The Nonprofit Organization: Essential Readings (p. 241-257). Pacific Grove, CA: Brooks & Cole.

Wright, P. & Ferris, S. (1997, August). Agency conflict and corporate strategy: The effect of divestment on corporate value. Strategic Management Journal, 77-83.

Yin, R. (1989). Case Study Research: Design and Methods. Newbury Park, CA: Sage.

Yin, R. (1993). Applications of Case Study Research. Newbury Park, CA: Sage.

Yoffie, D. & Cusumano, M. (1999, January-February). Judo strategy: The competitive dynamics of internet time. Harvard Business Review, 70-82.

Young, W. (1992). The Status of Disabled Persons. Ottawa, ON: Research Branch – Library of Parliament.

Young, D, Hollister, R. & Hodgkinson, V. (1992). Governing, Leading and Managing Nonprofit Organization: New Insights from Research and Practice. San Francisco, CA: Jossey-Bass.

Yukl, G. (1989). Managerial leadership: A review of theory and research. Journal of Management, 15(2): 251-289.

Yukl, G. (1993). Leadership in Organizations. (3rd. ed.), Englewood Cliffs, CA, Prentice-Hall.

Zaleznik, A. (1977, March-April). Managers and leaders: Are they different? Harvard Business Review, 67-78.

Zucker, L. (1987a). Normal change or risky business: Institutional effects of the hazard of change in hospital organizations: 1959-1979. Journal of Management Studies, 24:671-700.

Zucker, L. (1987b). Institutional theories of organizations. Annual Review of Sociology, 13: 443-464.

Appendix A
Questions for Round One

1. General Information

Name: ______________________
Position: ______________________
Date: ______________________

2. Involvement with CWSA (10-15 minutes)

a. Why did you become involved?
b. How did you become involved?
c. When were you involved?
d. What were your roles?

3. The Organization's History (20-30 minutes)

a. Please tell me, in your own words, the history of CWSA.

(If specific comments were pertinent, the following prompts were available)

- Funding
  - How were funds generated during your tenure?
  - What marketing programs were pursued?
- Services
  - What programs were administered?
- Structure
  - What was the organizational structure?
  - Were there any changes during your tenure?
- Leadership
  - Who were the people that made significant contributions during your tenure?
  - How did they make a contribution?
- Context
  - What were the major environmental factors during your tenure?
    - Politically
    - Economically
    - Socially
    - Other?

4. Strategies (20-30 minutes)

a. Describe any deliberate strategies undertaken during your tenure (intended and realized)
b. Describe any emergent strategies undertaken during your tenure (unintended but realized)
c. Describe any unrealized strategies undertaken during your tenure (intended but not realized)

Appendix B
Consent Form

Assessing the Organizational Strategy of the Canadian Wheelchair Sports Association (1967-1997)

Consent Form : Research Copy

The purpose of this study being conducted by Mr. David Legg is to assess the organizational strategy of the Canadian Wheelchair Sports Association (CWSA). Participation in this study will involve the completion of short interview lasting approximately 30 minutes.

I ____________________ agree to participate in the research project "Assessing the Organizational Strategy of the CWSA: 1967-1997", which is being conducted by David Legg. I understand that this participation is entirely voluntary; I can withdrawal my consent at any time without penalty and have the results of the participation, to the extent that it can be identified as mine, returned to me, removed from the research records, or destroyed.

When you agree to participate in this study, you will understand that :

1. Your participation in this study is voluntary. If you are not comfortable with this study, you may withdrawal at any time.

2. Your response to the interview questions will be held in strictest confidence and will be used for research purposes only. The report of the study will involve a summary of group responses rather than individual answers, thus confidentiality will be ensured.

3. The procedure for this study is participation in short interview.

4. No discomforts, stresses or risks are foreseen.

5. The results of this participation will be anonymous. Single subject interviews will include no mention of names.

6. The investigator will answer any further questions about research, now or during the course of the project.

____________________ Signature of Investigator	______ Date	____________________ Signature of Participant	______ Date

Please sign both copies of this form. Keep one and return the other to the investigator. If you have any further questions regarding this study please contact David Legg at the Rick Hansen Centre, Faculty of Physical Education and Recreation, University of Alberta, Edmonton, Alberta, T6G 0H5, (p) 403-492-3182, (f) 403-492- 7161.

Appendix C
Questions for Round Two

1. General Information

Name: ______________________
Position: ______________________
Date: ______________________

2. Description of Organization History (10-15 minutes)

I will present a verbal overview of the organization's history based on previous research. I will then ask for feedback regarding its accuracy. The written history will have been delivered to each interviewee prior to the second interview.

3. Description of Organizational Strategies (10-15 minutes)

After summarizing the history, I will present what I perceived to be the main strategies. The first set of questions will focus on confirming these assumptions.

- Are these strategies correct?
- Are there any others strategies that I missed?

4. Examination of Strategies (30-40 minutes)

In this section I will try to identify how the strategies were influenced focussing on leadership, organizational history and the situational context.

- What were the predominant influences of these strategies? (the following prompts were ready if needed)
  - Organizational history
    - How did the organizational history influence strategy formation?
  - Leadership
    - What role did professional staff members play in influencing organizational strategy?
    - What role did volunteers play?
  - Environmental context
    - How did politics influence strategy formation?
    - Economics
    - Social Systems
    - Other?

5. Thank You

Appendix D

Interviewee Biographies

Executive Directors

Bev Hallam (1967-1969)

Bev Hallam was a wheelchair athlete participating in the events held at the University of Toronto's Varsity Stadium in 1965-66. These events were presided over by Dr. Robert Jackson who would become CWSA's first president. Hallam also was involved with the Canadian Paraplegic Association (CPA), which formed the backbone for the creation of CWSA in 1967. He is now retired and living in Toronto.

Al Simpson (1969-1972)

Al Simpson was a recreational wheelchair athlete and a founding father of CWSA. Simpson became involved with wheelchair sport after being asked by Tony Mann, who was the Executive Director of the Manitoba branch of the Canadian Paraplegic Association, to help organize the demonstration wheelchair basketball game at the Winnipeg Pan American Games.

The request to include a wheelchair event was turned down by the Games organizing committee and this spurred Simpson and others on to organize the Paraplegic Pan American Games. It was at these games that the concept for CWSA was formed. For several years, Simpson provided guidance and support for the association although his main role in CWSA's development was as Executive Director, a role, which he performed from his residence in Winnipeg, from 1971 until 1973. During his tenure as Executive Director, Simpson's passion for the recreational side of wheelchair sport had a significant influence on CWSA's strategies.

Beyond CWSA, Simpson was well known for his role as an activist for persons with a disability. He demanded and gained access to the House of Commons and in the late 1990's championed the cause of strong social policies for all Canadians. In February 1997, Mr. Simpson received the Order of Canada from the federal government and he was one of 13 activists to accompany Prime Minister Jean Chretien in 1998 to accept the Franklin Delano Roosevelt International Disability Award in New York City at the United Nations.

In December 1998, Simpson passed away at the age of 59 of complications from surgery. The *Globe and Mail* in a front-page article described him as one of Canada's Godfathers of the Disabled.

Gerald Way (1972-1974)

Gerry Way became involved with CWSA through his interests with the Boy Scouts of Edmonton and as a social worker for the government of Alberta. At a meeting, with several other service clubs in the Edmonton area, a discussion ensued as to how these clubs could better serve children with a disability. This meeting then led to his interest in forming the Edmonton based Paralympic Sport Association. Way subsequently agreed to become CWSA's 2nd Executive Director. He continues to live in Edmonton.

Gary McPherson (1974-1978)

Gary McPherson is one the most influential leaders in CWSA's history. He first became involved with wheelchair sport as an administrator, first for the Edmonton based Paralympic Sports Association and then for the Alberta Northern Lights Wheelchair Basketball Society.

McPherson used a wheelchair as a result of contracting the poliovirus and his disability would not allow him to participate as a wheelchair athlete. Instead, he directed his attention towards management and leadership.

McPherson became involved in CWSA's development as an organizer for the Alberta wheelchair team that attended the 1967 Paraplegic Pan American games held in Winnipeg. He remained involved with CWSA helping host the 1969 national games in Edmonton, and encouraging the participation of several other members, including Dr. M.L. Van Vliet (president – 1973-75), Gerry Way (Executive Director – 1972-74) and Doug Anderson (president – 1998-1999).

McPherson was the first Executive Director of CWSA to receive a paycheck as he administered the association from his Aberhart hospital room in Edmonton. During his tenure, he was influential in having CWSA accepted as a resident national sport organization at the National Sport and Recreation Administration Centre in Ottawa. He resigned as Executive Director in 1978 when it was decided that the person filling this role should live and work in Ottawa.

McPherson returned to CWSA as a volunteer and would serve as president for 8 years. During his tenure he participated in a number of other roles, including Executive Director for the Alberta Premier's Council on the Status for Persons with a Disability, and as a member of the International Paralympic Committee's Commission for the Inclusion of Athletes with a Disability (CIAD). McPherson is now works at the University of Alberta in a unique role as both an adjunct lecturer and as an advisor to the Dean in the Faculty of Physical Education and Recreation and as a leader within the Faculty of Business.

John Smyth (1978-1981)

Prior to being hired by CWSA, John Smyth was the Executive Director for the Canadian Sport Parachuting Association (CSPA). In 1978, he saw an advertisement for CWSA's ED position and had known a number of persons who used a wheelchair, ironically because of accidents involving sport parachutes. He was excited about the challenge of bringing a sport organization from the "kitchen table into the boardroom" and thus applied. Smyth accepted CWSA's offer and served as the association's Executive Director for three years. After working for CWSA, he was employed by the Canadian Blind Sport Association as its Executive Director and then the Ontario Government as its sport consultant for disability sport organizations. He currently resides in St. Catharines, Ontario and works for the Ontario Government within its Ministry of Transportation.

Dean Mellway (1981-1990)

From 1974 until 1999, Dean Mellway competed as a wheelchair athlete. In the late 1970s, he was unsatisfied with the level of organization that oversaw the development of wheelchair sport, particularly at the provincial level. As a result, he helped form the Ontario Wheelchair Sport Association (OWSA) and subsequently became its first Executive Director.

As a result of this position with OWSA, Mellway became involved with the CWSA and in 1978, he applied for the position of CWSA's Executive Director. At that time, John Smyth, was the successful candidate but when Smyth resigned in 1981, Mellway re-applied and was hired. After acting as CWSA's Executive Director for ten years, he remained involved through a number of voluntary roles.

After his departure from the Executive Director's position, he helped organize the inaugural Winter Games for the Disabled in Ottawa and was also a founding member of the Canadian Sledge Hockey Association. Mellway now lives in Ottawa and continues to compete as a wheelchair athlete. In 1998 he participated in the Nagano Winter Paralympic Games as a member of the Silver Medal winning Canadian Sledge Hockey Team.

Karen O'Neill (1990-1994)

Karen O'Neill became involved with CWSA after being encouraged by Dean Mellway to apply for the position of Director General. O'Neill previously worked as an administrator for Fitness Canada and was a long-standing volunteer within the field of sport and recreation for persons with a disability. In 1996, O'Neill was selected to act as the chef de mission for the Canadian Paralympic Team attending the Atlanta Summer Paralympic Games and in 1999, she became the CPC's vice-president. She resides in Ottawa and is managing director for the Canadian Commonwealth Games Federation.

Janet Gates (1994-1995)

Janet Gates was a sport administrator, working at the Ontario Sport Centre in Toronto, when she applied for the position of CWSA's Director General. Her previous experiences were primarily with cross-country skiing and as an advocate for female athletes. She felt, however, that the appropriate next step in her career development would be to move to a national sport organization. The position at CWSA appeared to offer many of the elements that she desired in a job, including a focus on advocacy and a passion for equity. Also, she was strongly urged to apply for the position by several influential mentors and members of CWSA. Gates held the position of Director General for approximately 16 months. She now resides in Barrie, Ontario and is the manager and owner of a cross-country skiing and mountain-biking resort.

Kathy Newman (1995)

Kathy Newman's involvement with wheelchair sport stemmed from her interests in able-bodied track and field. In 1981 she was the president of the Vancouver Track and Field Club and, to celebrate the international year of the disabled, she invited a number of wheelchair athletes to participate. Her contact at the British Columbia Wheelchair Sport Association (BC-CWSA) office was Laurel Crosby, who would become CWSA's president in 1994. A few years later, Newman was offered the Executive Director's position with BC-CWSA. After serving in this capacity for several years, in 1995, Newman was approached by Laural Crosby, who was at that time CWSA's president, and asked to provide leadership as the acting Director General on an interim basis. This allowed CWSA to search for a new full-time Executive Director. After this brief stint, Newman returned to Vancouver to continue her professional involvement with BC-CWSA as its Executive Director, a position, she currently holds.

Clare Gillespie (1995-1996)

Clare Gillespie worked for the Canadian College Athletic Association (CCAA) as Executive Director but when the position with CWSA became available in 1995, she applied. She was offered the position, which she held for 14 months. She now lives in Ottawa and is the Executive Director for the Ottawa-Carleton chapter of the Multiple Sclerosis Society of Canada.

Colin Timm (1996)

Colin Timm was an employee with the Canadian Track and Field Association (CFTA), prior to being hired as the Athletics Director for CWSA in 1993. Timm held the title of Athletics Director until the fall of 1996. At that time there was a short interim period where CWSA was without an official Director General / Executive Director. In response to this crisis, CWSA's board of directors asked Timm to fulfil many of the Director General's responsibilities. He worked in this capacity for three months. In April 1997, Athletics Canada, to be responsible for its newly formed disability sport section hired Timm.

Sandy Johnson (1996-1997)

Sandy Johnson first worked for CWSA in 1992 as an administrative assistant and she eventually was promoted to the position of director of communications. She left CWSA, following Karen O'Neill's resignation in 1994, but returned in 1997 as part of Eagle Enterprises; a partnership between her and Cathy Cadiuex that provided the Executive Director's responsibilities. Johnson resigned, in the summer of 1997 as she and her husband moved to New Brunswick.

Cathy Cadieux (1997-)

Cathy Cadiuex, as noted earlier, was one-half of Eagle Enterprises, a consulting firm with Sandy Johnson that provided leadership to CWSA. Cadieux took over full responsibilities for CWSA's management after Johnson resigned from the partnership in the summer of 1997 and she now remains CWSA's only employee.

Presidents

Dr. Robert Jackson (1967-1973)

Dr. Robert Jackson is seen by many as the founding father of CWSA. Dr. Jackson's introduction to wheelchair sport began in 1961 while he was a medical interim training at the British Royal National Orthopedic Hospital in England. It was during this time that he witnessed the Stoke Mandeville Wheelchair Games and first met with Dr. Ludwig Guttmann, the future president of the International Stoke Mandeville Wheelchair Sports Federation, and perceived as the Pierre de Coubertin of the Paralympic movement. He met Guttmann again in 1968 in Tokyo, Japan while Jackson was training as a specialist at the University of Tokyo. At that time, Guttmann was presiding over the 1968 Tokyo Summer Paralympic Games. Jackson expressed his disappointment to Guttmann that Canada had not sent a team to these games and he ended up promising to bring one to the 1972 Paralympic Games in Israel.

Upon his return to Canada, Jackson remained involved with local wheelchair athletes in Toronto and eventually provided much of the direction for the formation of CWSA during its first national games in Winnipeg and Montreal. He subsequently became CWSA's first president. In 1973, he resigned from this position in order to dedicate more time to his role as chairperson of the organizing committee for the 1976 Toronto Olympiad for the Physically Disabled (TORONTOLYMPIAD). Following Guttmann's death, Jackson became president of the International Stoke Mandeville Wheelchair Sport Federation, a position he held for four years. Today, he is the Chief of Staff at the Baylor University Medical Centre in Dallas, Texas.

Dr. Maury Van Vliet (1973-1975)

Dr. Van Vliet is one of the founding fathers of physical education in Canada. He was a professor in the Faculty of Physical Education and Recreation at the University of Alberta in Edmonton, Alberta and he helped create the first doctoral program in physical education in the British Commonwealth. His close friend Gary McPherson asked him to be CWSA's President for a short two-year term. Dr. Van Vliet is now retired and living in Victoria.

Roger Mondor (1975-1981)

Roger Mondor, a wheelchair athlete since 1956 and was one of the founding fathers of the Montreal Wheelchair Wonders basketball team. Mondor then became involved in several components of CWSA, including the roles of athlete, administrator, event coordinator and president. Mondor, after his resignation as President of CWSA in 1981, continued to have an active role in the Quebec Wheelchair Sports Association (ASQFR), as well as, many other able-bodied sport organizations. He currently lives in Montreal.

Sharon Cook (1981-1985)

Sharon Cook was a national able-bodied track and field athlete and began her involvement with disability sport through a relationship with a family friend, Rod Stano who, had spina bifida. She eventually developed a professional interest in geriatrics and found that many persons with a disability were forced into "retirement homes" because they were the only facilities that provided personal care assistance. She was asked by Stano to attend a meeting in 1969, which resulted in the creation of the Ontario Wheelchair Sports Association (OWSA). Cook became very involved with OWSA, including a number of commitments on national committees. Eventually she was elected as CWSA's president in 1981, a position she held until 1985. She now resides in Fonthill, Ontario and continues to work within geriatrics as a facility supervisor.

Gary McPherson (1985-1993)

- See Executive Director report 1974-1978

Laurel Crosby (1994-1997)

Laurel Crosby's involvement with wheelchair sports began in the late 1970s as a volunteer at the G.F. Strong Spinal Cord Injury Rehabilitation Centre in Vancouver. Eventually this experience lead to a full-time job as the recreation coordinator for the facility. She eventually moved into teaching but wanted to retain some involvement with wheelchair athletes. She became a track and field coach but her involvement slowly moved towards management related tasks, with tenures as the president of British Columbia Wheelchair Sports (BC-CWSA) and as manager for Canadian teams attending international events in Puerto Rico and France. She was then selected as Chef de Mission for the Canadian team attending the 1992 Paralympic Games in Barcelona, Spain. Crosby is now a Vice-Principle at a public school in Vancouver and a vice president on the Canadian Paralympic Committee.

Appendix E

List of Acronyms

CASA – Canadian Amputee Sport Association

CBSA – Canadian Blind Sport Association

CCP-SRA – Canadian Cerebral Palsy Sport and Recreation Association

CFSOD – Canadian Federation of Sport Organizations for the Disabled

CPC – Canadian Paralympic Committee

CWSA – Canadian Wheelchair Sports Association

IPC – International Paralympic Committee

ISMWSF - International Stoke Mandeville Wheelchair Sport Federation

NSO – National Sport Organization

PSO – Provincial Sport Organization

Appendix F

Letter to interviewees requesting use of direct quotes

November 19th 1999

Dear ******,

I am writing to update you on the progress of my doctoral dissertation. For the past three years I have been working in Calgary as an instructor at Mount Royal College while also trying to complete my dissertation on a part-time basis. This past September I submitted the first draft to my supervisory committee. This document was over 500 pages in length, which included 250 pages, chronicling the history of CWSA.

One of the recommendations I received from my committee was to include more direct quotes from my various interviews. This was needed particularly in chapter V, where I assess the impact of leadership, the situational context and the organizational history upon CWSA's strategy formation. I agreed with my committee's suggestion and am planning to have this process completed before Christmas (with the result being a final defense in the early Spring……). While direct quotes from your interview may be used, I will not include any of your names and will instead refer to the various interviewees as "one President" or "one Executive Director / Director General." If you have any questions or concerns about this process, or would like to know which quotes from your interview I will be using please contact me at any of the following numbers:

Home	403-244-1273
Work	403-240-6495
Fax	403-240-6744
Email	dlegg@mtroyal.ab.ca

Hopefully the next time I write to you it will be announcing my successful final defense. Thank you again for your continued assistance.

Yours Sincerely,

David Legg

Appendix G

The History of CWSA

The Early Beginnings: 1944-1969

Wheelchair sports had its genesis following the Second World War. Prior to World War II, 80% of paraplegics died within the first three years following their injury. What resulted from this meager chance for survival was a callous approach to rehabilitation. Following WWII, the medical knowledge regarding spinal cord injuries improved dramatically, which then translated into improved rehabilitation techniques.

The Allied invasion of Europe in the Second World War resulted in many casualties and this influx of veterans with a disability required new impetus on physical and spiritual elements of rehabilitation. In February 1944, the British government asked Sir. Ludwig Guttmann, a surgical neurologist, to manage a Spinal Cord Injuries Rehabilitation Centre at Stoke Mandeville Hospital in Aylesbury, England. This center's philosophy focused on the restoration of not only physical strength but also activity of the mind, self-dignity, self-confidence and comradeship. Almost immediately, Guttmann introduced sport as part of his clinical treatment program. [1]

Guttmann experimented with punch-ball exercises, darts, rope climbing and snooker and later introduced wheelchair polo. As the first competitive team sport, wheelchair polo was short-lived and replaced by wheelchair basketball. The success of sport as a remedial exercise and clinical treatment provided the incentive for Guttmann on July 28, 1948 to establish a formal day of competition and Stoke thus became known as the birthplace of wheelchair sports. These original forays quickly grew into an annual international competition known as the Stoke Mandeville Games, the first of which were held in 1952 with 130 competitors representing both England and the Netherlands. Following these games, the International Stoke Mandeville Games Federation (ISMGF), was formed to oversee the development of wheelchair sport at the international level.

In Canada, the first organized wheelchair sport and recreation activities took place in 1946 on the front lawn of the Deer Lodge Rehabilitation Hospital in Winnipeg, Manitoba. The principles for this competition were identical to those espoused by Dr. Guttmann. Some of the events that took place were archery, milk-bottle pitching, basketball-throwing, ring-tossing, croquet, and golf-putting. Competitions were held on an inter-ward basis with nine teams consisting of eight patients each.

Wheelchair basketball was the first sport played at the community level. One team was created in Montréal in 1952 supported by the Québec division of the Canadian Paraplegic Association (CPA). Their annual report noted that the introduction of wheelchair basketball gave them two advantages; first it enabled paraplegics to participate in healthful activities and second, it provided a desirable amount of publicity. In addition to wheelchair basketball, the sports program for the Québec CPA included archery, javelin throwing and swimming.[2]

Bill Hepburn, a volunteer who worked in the office of the Montréal Transit Commission was literally the driving force behind this basketball initiative as the bus-driver for persons with paraplegia going to various events and outings. "One day he just showed up with a basketball and the patients began to experiment."[3] Hepburn soon formalized this group of war veterans at Ste. Anne de Bellevue calling them the

Wheelchair Wonders. Their first practice was held at Montréal's West Hill Secondary School with fifteen athletes.

In 1951, the British Columbia division of the CPA also took an interest in wheelchair sport. Their wheelchair basketball team was sponsored by the Dueck Chevrolet / Oldsmobile Dealership in Vancouver and became known as the Dueck Powergliders. This team was managed by Douglas Mowat, and coached by Norman Watt from the University of British Columbia. Eventually a third team was formed in Victoria and along with teams from Tacoma and Seattle they formed the Pacific Northwest Wheelchair Basketball League.[4]

In 1954, the Montréal Wheelchair Wonders became aware of the Stoke Mandeville Games and in 1956, they traveled to England to compete against teams from England, France, Finland, Israel and the Netherlands. The Wonder's won two games but lost in the finals to England.[5]

Between 1953 and 1957 a number of other small wheelchair sports clubs were founded in Saskatoon, Edmonton, and Toronto. Very few of these clubs, however, remained in existence for very long. Their short existence was often the result of poor transportation, and an inadequate administrative infrastructure.[6]

Internationally, wheelchair sport began a rapid accent into the public's consciousness. In 1960, the first Paralympic Games, then still called the Stoke Mandeville Games, were held in Rome, Italy. Canada did not send any competitors. At these Games, Pope John XXIII in expressing the event's effect on the public stated: "You are the living demonstration of the marvels of the virtue of energy. You have given a great example, which we would like to emphasize, because it can be a lead to all: you have shown what an energetic soul can achieve, in spite of apparently insurmountable obstacles imposed by the body."[7]

In 1964, the second Paralympic Games were held in Tokyo, Japan. Once again, Canada did not compete. A Canadian medical student, Dr. Robert W. Jackson, was working as an orthopedic consultant with the Canadian Olympic Team in Japan and witnessed the games firsthand and questioned why a Canadian team was not participating.

Dr. Jackson was interested in viewing the games because of a prior opportunity to see them in England in 1961 where he was completing his medical post-graduate work at the Royal National Orthopedic Hospital in London. Dr. Jackson, who had met Dr. Guttmann at these games, decided to approach him in Tokyo to note his disappointment with Canada's absence. Dr. Guttmann responded to Jackson's concern by expressing his own feelings regarding the apparent ambivalence shown by the Canadian Paraplegic Association (CPA), towards sport and recreation. In Guttmann's view, the CPA was over-focusing on occupational rehabilitation, while it completely ignored the benefits of other modalities. Dr. Guttmann was very persuasive, and Dr. Jackson left the tent promising to organize a Canadian team for the 1968 Paralympic Games just outside Tel Aviv in Ramat Gan, Isreal.

> On a Tokyo summer afternoon in 1964, two strangers sitting on folding chairs inside a field tent changed the future for thousands of Canadians. One a rotund German Jew, who two years away from British Knighthood, was speaking with evangelical zeal. The other, a gentle Canadian giant, listened with the spellbound attention of the newly converted. "I'll do it," the Canadian said at last, sealing the vow by slamming a fist into his open left hand. Later in the dust enveloping the Tokyo Olympic grounds, Dr. Robert W. Jackson pondered that promise - to take a Canadian team to the 1968 Paralympics - and wondered how he would ever keep it. But keep it he did.[8]

Dr. Jackson forgot about his promise to Guttmann until 1967 when, as a personal project to commemorate Canada's Centennial birthday, he and his wife Marilyn invited a few patients from a Toronto hospital to race at the University of Toronto's Varsity Stadium track. In response to Jackson's call, 14 men and women rolled into Varsity Stadium. Mrs. Jackson timed the races, a friend who was a physical education consultant organized drills, and Dr. Jackson coached. "It could have been a big bust, but at the end we said how about next week, and everyone said great, can we bring others?" The next Saturday there were 30 athletes.[9]

After a few months following this initial track practice, a formal club was created under the title Coasters Athletic Club. Dr. Jackson applied to the city for official club status but a city bureaucrat assumed that the coasters was a drinking club and therefore stalled on processing the application.[10] It was not until Dr. Jackson made an inquiring phone call that the paper work was completed.[11]

That same summer, several other wheelchair sport clubs in Winnipeg, Vancouver, Edmonton, Montréal and Halifax were also formally created, with many of the founding members associated with the Canadian Paraplegic Association (CPA). The change in CPA's attitude towards sport and recreation was a result of Doug Mowat, the Executive Director of the British Columbia branch of CPA, using wheelchair basketball teams as a promotional vehicle. Other CPA branches thus began to recognize the financial and public relations benefits from sport and began to support their own teams.

> Ben Lipton out of New York and the Bulova School of Watch-making were quite involved in rehab and the development of employment and jobs for persons with a disability. He saw wheelchair sports as public relations image and involvement for their work and their support. Ben himself saw the advantage of rehabilitation in sports.

> Montréal often went down to the American track and field playoffs and basketball teams so now what you have is the beginning of a Paraplegic association interested in sports. The Executive Director (ED) in Toronto Ken Langford and the ED here in Winnipeg Tony Mann were some of the godfathers of the paraplegic movement. They were not that close to sports as they saw rehab and sports didn't just fit. However, 1967 becomes a pinnacle year. The west particularly had a wheelchair basketball team that traveled to Saskatoon, and to Edmonton and playoff games in 63-65 but they really hadn't formed any kind of national efforts. One link that keep them together was again the CPA, and the newsletter.[12]

During this time, a number of CPA members began experimenting with HAM radio and, somehow, through word of mouth, the various wheelchair sports clubs began communicating with each other on a regular basis using this format. Wheelchair sport enthusiasts now had a forum to discuss the creation of a national wheelchair sport association.

The international wheelchair sport scene continued to become more sophisticated. In 1962, in Perth, Australia, the Commonwealth Games Federation hosted one set of events for athletes with a spinal cord injury and in 1966, the second Commonwealth Paraplegic Games were held in Kingston, Jamaica. It was here that Ben Reimer, from Winnipeg, represented Canada.

It was, in part, Reimer's success that motivated a number of other Winnipeg natives to approach the organizing committee for the Winnipeg Pan-American (Pan Am) Games, scheduled for the summer of 1967, to request the inclusion of a wheelchair basketball game. The Winnipeg group was led by Al Simpson. Initially they were turned down but were not discouraged enough to quit. They knew that they were in for difficult negotiations as the Stoke Mandeville Games were also trying to have a parallel set of games with the Olympics in Tokyo, Rome and Tel Aviv. The 1968 Paralympic Games were not held in Mexico City, as Olympic officials were concerned that the high altitudes would adversely effect the wheelchair competitors.

> So why was North America and Canada in such a dismal state of affairs, as far as rehabilitation and wheelchair acceptance was concerned? Why couldn't they develop, at least, a parallel set of games in conjunction with the Pan Am Games and build up the self-esteem, the public acceptance and the credibility of people with a disability.[13]

The majority of the Winnipeg advocates under Simpson's leadership met at the Manitoba Monday NightClub; a sports and recreation drop in centre for persons with a physical disability. These meetings helped to identify a number of issues pertaining to persons with a disability including transportation, accessibility, volunteerism, organizing and public fund-raising. "Suddenly, it seemed as if all of these issues were coming together and the rejection from the Pan Am Games organizing committee was the straw that broke the camel's back."[14]

The group of advocates from the Monday Night Club began to communicate with a number of their counterparts in the United States, Jamaica, Trinidad and Tobago and Argentina. This collective group then began to look at the possibility of hosting a separate, but parallel Pan Am Games for the physically disabled. "The point to this gathering was not necessarily for the love of sport, but instead to build social acceptance and undo the myth that persons with a disability were a burden to society."[15]

For Simpson, it was this desire and energy that lead him, in September of 1966, to protest the Pan Am Games organizing committee in their Winnipeg hotel. The protesters knew that they couldn't break into the "regular Pan Am Games because of what they discovered were Olympic policies that the Games were required to abide by, but there was hope that at the least a parallel set of games could be recognized."[16] Eventually the

Pan Am Games organizing committee agreed to recognize the creation of a Wheelchair Pan Am Games section.

Once given the mandate to host the games, the next problem was how to pay for them. A group of individuals that included Tony Mann, the Executive Director of the Manitoba division of the Canadian Paraplegic Association (CPA), Al Simpson and Doug Mowat from the CPA in British Columbia, began the long process of lobbying the government for financial support.

> To organize the games we put in an application to the old fitness and amateur sport grants. Alan MacEcken was one of the ministers - and we developed a budget around $32,000 for the entire games and we got $17,304.10 - we still haven't got the 10 cents.[17]

It was Federal Minister, John Monroe, who finally agreed to provide a grant, but regulations stipulated that the money had to be distributed to a national organization. The Canadian Wheelchair Sports Association (CWSA) did not officially exist at that point, and so, the CPA Board of Directors, agreed to act as the temporary national association.

While the Manitoba group was preparing for the games, the CPA was linking with people from across the country, using the aforementioned HAM radio network. Hookup was at 11:00 a.m. on Saturday morning, Winnipeg time, on the 20-metre band at 14160 KCS. It was through this connection that Al Simpson, Doug Mowat, Harry Beardsell and Vic Cue began to discuss the need for a national wheelchair sport organization.[18] The HAM radio hookups were illegal because they circumvented the Bell Telephone system, but fortunately Bell Canada choose to overlook them. Through this network, the Manitoba organizers discovered Dr. Jackson in Toronto, who was working with Tony Bagnato. Bagnato, a former boxer, and World War I paraplegic veteran heard about the

Winnipeg games and the Manitoba contingent conversely discovered that Dr. Jackson was meeting with wheelchair athletes in Toronto on a regular basis.

In the winter of 1966, the organizing committee began arranging a series of trials to select a Canadian national team. Direct competition was impossible because of the vast distance and cost and so the organizers simply compared the best times or distances taken from local events. In reality, there weren't that many qualified athletes in Canada so every effort was made to bring anyone who was sincere in their efforts to compete.[19]

On August 8th, the games were officially opened with athletes representing Argentina, Jamaica, Mexico, Trinidad and Tobago, and the United States. Canada was represented by 60 athletes, who at the opening ceremonies were dressed in maroon blazers, centennial tartan ties, and gray flannels.[20] The games were perceived as a great success, but the athletic fields were not the only site of activity.

While the athletes were competing and training, numerous others were discussing the merits of a Canadian national wheelchair sport organization. The initial "founding fathers" that participated in these discussions included:

BC	- Doug Mowat	- Doug Wilson	- Vic Cue	- Stan Strong
	- R.P. Ryan			
AB	- Bob Fertile	- Stu Warrior	- Bruce Steel	- A Henderson
MB	- Rob Beattie	- Cyril Barrington	- Merv Thompson	- Al Simpson
ON	- Tony Bagnato	- Bev Hallam	- Robert W. Jackson	
QUE	- Bill Hepburn	- John Paul Rochen		
NS	- Don Curren	- Dennis Doyle	- Bill Alton	

On Thursday, August 10th 1967, at a University of Manitoba residence, Doug Wilson of British Columbia presented a motion, seconded by Bob Fertile of Alberta, "that a national wheelchair sports association in Canada be formally established."[21] This motion was carried unanimously. The following board members were then elected:

- J.P. Rochon - QUE
- Al Simpson - MN
- Harry McBeth - AB
- Bev Hallam - ON
- Bill Alton - NS
- Robert Fertile - AB
- Doug Mowat - BC
- Wilhelmina McFayden - SK
- Robert W. Jackson - ON
- Bill Hepburn - QUE
- Walt Thomson - BC
- M. Thomson - MN
- Don Curren - NS

Leon Mitchell, a lawyer from Manitoba, chaired the inaugural meeting and suggested that a draft constitution and by-laws be circulated at a meeting held in conjunction with the Centennial Games in Montréal later that fall.[22] The Centennial Games were originally scheduled prior to the Winnipeg Games, but because of organizational difficulties, they were postponed. The Centennial Games included a number of wheelchair events and were held to celebrate Canada's 100th birthday. The federal government had created a grant program because of Canada's Centennial Year celebrations, and thus new program funds ($25,000) were available to special groups including paraplegic sport teams.[23]

On September 9th 1967, at Montréal's Loyola College (now Concordia University), Dr. Jackson commented on the progress that he and the ad-hoc organizing committee had made.

> It is my pleasure to say a few words about the back room happenings of the past three days. As you now know, we are finally organized on a national scale with representation from 7 of the 10 provinces. We should note with some pride that although wheelchair sport may have started earlier in England and the USA, that the Canadian organization was started by paraplegics themselves, with full cognizance of the many benefits that they would receive. In fact 10 of the 14 board members were in a chair. Our new organization (if you'll excuse the medical analogy) was formally conceived at the Pan Am Games in Winnipeg and after a very short pregnancy with severe labour pains for the past three days was delivered into the world at noon today. The constitution has been drawn up and is now ready for submission to the secretary of state for approval.[24]

Elections were held with the following executive members being named:

- Chairperson	- Robert W. Jackson (ON)
- Vice Chairperson	- Doug Mowat (BC)
- Treasurer	- Bob Hall (ON)
- Executive Director	- Bev Hallam (ON)
- Athletic Director	- Vic Cue (BC)
- Recreation Director	- Merv Oveson (BC)
- Medical Director	- Alan Kirby (SK)

On September 9th 1967, the board officially ratified the name of the organization as the Canadian Wheelchair Sports Association (CWSA) and the membership fee was set at $5.00 per year. CWSA was officially incorporated under the Federal Corporations Act: Corporate and Consumer Affairs Canada dated November 24th 1967. The mailing office was 188 Davenport Road, Toronto.[25]

Remembering his promise to Guttmann, Jackson set out after CWSA's creation to develop a national team to compete in the 1968 Paralympic Games. Athletes were invited to Edmonton for trials at the University of Alberta (Dr. E. Barry Mitchelson was the volunteer wheelchair basketball coordinator). A total of 147 athletes, from an official membership of 228, competed at these trials.[26] One of the highlights of these trials was having the mile completed in less than eight minutes by Eric Boyd. (In 1998, Boyd became Executive Director for the CPA and chairperson for the Active Living Alliance for Canadian with a Disability.) The trials were held at the University, in part, because university administrators, when faced with 200 or more athletes in wheelchairs, would likely become more involved in architectural integration thus encouraging post-secondary educational opportunities for persons with a disability.[27]

In addition to improving educational opportunities, it was hoped that the publicity associated with the games would impact employment. It was anticipated that persons who were able-bodied would begin to understand that if a paraplegic could race a mile in seven minutes, or lift 472 pounds in a bench press, that the same individual should be able to work a full eight-hour day.[28]

At the Edmonton trials, there were a number of fiercely contested battles both on the field and in the boardroom. Three specific boardroom issues included the selection of a team for the Tel Aviv Paralympic Games in 1968, the organization's board structure, and whether the focus for programs should be on persons with a disability or just those with spinal cord injuries (SCI).[29]

The most contentious issue of these three was whether the wheelchair games should only be for persons with a spinal cord injury. In Winnipeg, a number of the organizing committee members had debated this issue based on what were known as the "Stoke rules." These rules, as prepared by Guttmann himself, insisted that wheelchair games were suitable only for persons with spinal cord injuries. Persons with amputations, therefore, would not be allowed to compete. A number of Canadians did not agree with this mandate, and it was decided instead, that CWSA should follow an American model that allowed participation by all persons with a disability using a wheelchair. Many of the Pan American teams, particularly those from South America, already used a variety of modified classification systems for amputees and those with cerebral palsy and thus it made sense to comply with these regional practices. Difficulties would arise, however, if Canada wanted to compete in the Stoke Mandeville Games, as they would only be allowed to send those athletes with spinal cord injuries. These issues were discussed at great length with no final decision being made.[30]

The second issue debated in Edmonton, was the role of those with less functional physical abilities. Some members of the CWSA executive saw sport and recreation as a social change instrument, thus, while there was a need for competition, it should not be the only objective. Competition, in the minds of some CWSA executive members was only one step within the broader challenge of bringing persons with a disability into the mainstream of society. It was proposed, therefore, that those with more severe disabilities could participate in recreational activities or become coaches, supporters, fundraisers and marketers. Many of the athletes who had less severe disabilities and administrators, meanwhile, did not accept this approach, sometimes referring to the recreation section as the tidily wink group. To the earlier group, "this prejudice was very cruel and cutting because it meant that the contributions of these individuals were neither equally recognized nor valued."[31]

A third issue discussed in Edmonton was the selection process for the national team attending the Paralympic Games in Ramat Gan/ Tel Aviv, Israel. When it was time to pick the team, a disagreement arose regarding its underlying purpose. The debate centered upon whether the best athletes should be chosen, regardless of provincial representation, or whether a team should be selected with athlete representation from every province. One founder argued that because CWSA was still relatively young and in such an early stage of its evolution, that it should have at least one representative from every province. This one athlete could give "that energy, that spunk, that spirit back to that province."[32] Other executive members felt that CWSA should represent the pinnacle of athletic achievement, and therefore, only the best athletes, regardless of where they were from, should be chosen. The two sides of this argument discussed the issue until 5:00 a.m. and ultimately, it was agreed that the national team would include only the best athletes. Ironically, when it came down to selecting the team there was enough flexibility from the coaches that each Province was represented.

For many of the athletes who were chosen, the 1968 Summer Paralympic games would be their first international elite competition. After the Edmonton trials ended, an outdoor barbecue was held to announce the team members. With more than 100 wheelchair athletes waiting nervously, the list of the final twenty selections was read.

> Everyone was gathered around. There was a big hush and then a tremendous roar when I announced the first name. I announced the second name; again there was tremendous enthusiasm. But as I got down to the 14th and 16th names, I could see disappointment on the faces of those who were not going to make it. It was then, reading out those names that I was suddenly aware of how much it meant to everybody. [33]

A final debate that occurred in Edmonton was deciding how to select the association's board of directors. The first option was to select members by representation based on population while the second was having equal representation from each Province. Ultimately, the second option was chosen and each province was allowed to have two representatives. Often these two persons reflected two paradigms within CWSA with one being interested in sport and the other in recreation.

Following the games in Edmonton, the majority of CWSA's focus turned towards finalizing the travel arrangements and team preparations. One of the CWSA board members, Harry Beardsell from B.C., worked for Canadian Pacific airlines and arranged for team members to be picked up and transferred to Montréal. From Montréal, they were flown to Shannon, Ireland and then to Rome, Italy for one night and then on to Tel Aviv, Israel. After the games, the Canadian team spent a few days in Athens, Greece and Rome, Italy and then returned to Canada.[34] From most accounts, the games were a huge success. Dr. Jackson, noted that...

> …as representatives of Canada's goodwill, the team with few exceptions came off very well. I was pleased to report that the Canadian team was most outgoing and very fine ambassadors. It didn't take long to establish that the Canadians were probably the best-rehabilitated team in the sense that wheelchair sport was just one of our hobbies. Most of the team held jobs or were students and didn't depend on sport for a social life, a situation that unfortunately existed with the large majority of our competitors. I was often reminded of Andy Clarke's remarks, if you're going to become a paraplegic you better do it in Canada. Many found the Canadian concept of rehabilitation with the paraplegics as individuals returning to the community hard to believe.[35]

It was a great trip, but also very expensive. To pay for this adventure, the athletes were asked to raise one half of the total cost and CWSA would take care of the remainder. After the team returned from Israel, it was deduced that CWSA had fallen considerably short of its financial goals. Thankfully, the British Columbia - Canadian Paraplegic Association (BC-CPA), under the leadership of Doug Mowat, loaned CWSA $14,000.00. This loan almost destroyed CWSA, however, because the board members had no way of repaying it Fortunately, the BC-CPA was extremely patient and allowed CWSA to repay it over a number of years.[36]

In 1969, Dr. Jackson and Bev Hallam agreed to host the second national wheelchair games at McMaster University in Hamilton.[37] "Transportation for the athletes was horrible, as the organizers didn't have access to wheelchair vans or buses. Instead, they were forced to use small inaccessible trucks from the local armed forces base."[38] There was a significant decrease in the number of athletes attending these games when compared to the first national games held in Edmonton only one year earlier. CWSA board members were obviously concerned about this drastic decline and sought to improve grass-roots development and communication between the provincial and national members.

Later that same year, CWSA arranged to send a team to the 1969 Pan Am Paraplegic Games in Buenos Aries, Argentina. Funds for this endeavour came from a combination of Fitness and Amateur Sports grants and personal fund-raising. Many of the athletes had difficulty raising enough money for the flight to Argentina and CWSA, therefore, tried to negotiate a better deal with Argentina's Argene airlines. Argene was not able to give CWSA a discount on their flight tickets, but were willing to make a small donation to CWSA. "A representation of Argene airlines subsequently arrived at the office of a CWSA representative and on the inside lining of his suit jacket was $3000.00."[39] The CWSA representatives deposited the money and were able to send 17 athletes.

Even with this generous donation by Argene, the cost of the trip still stretched CWSA's financial limits. Thus in 1970, with virtually no guaranteed funding source, it was not surprising that there were only a few volunteers willing to host the national games. Nevertheless, with the hopes of at least maintaining a continued interest, two small regional events were organized with one at a naval base in Sheerwater, Nova Scotia and the other in Penticton, British Columbia. Both events were relatively small, but they allowed CWSA to continue growing.

During this time frame, the Canadian sport system as a whole experienced a great deal of growth. In 1959, the Duke of Edinburgh delivered a speech before the Canadian Medical Association (CMA) in which he referred to physical fitness deficiencies and the relationship of sport to national prestige. He challenged the medical profession to become involved in addressing these deficiencies. Many of these challenges were answered by the Canadian Federal Government becoming more involved in the delivery of sport. In

1961, Bill C-131, an Act to Encourage Fitness and Amateur Sport, was introduced in the House of Commons by the Honourable J.W. Montieth, then the Minister of National Health and Welfare. Bill C-131 would subsequently provide over $5 million to encourage, promote and develop fitness and amateur sport in Canada.[40]

Several years later, in 1968, Prime Minister Pierre Trudeau, promised to follow up on the creation of this bill by establishing a Task Force on Sport. Trudeau argued that sport, unlike any other cultural mediums, could serve as a powerful source of national unity. The resulting report from this Task Force criticized the existing sport system for its kitchen table style of operation, part time volunteers, and national executives representing only two regions with a high degree of inefficiency.[41]

As a result of this report, in 1969, Fitness and Amateur Sport proposed the idea of a sport centre based in Ottawa, which would house twenty-seven national sport organizations (NSO), and six other national sport related agencies. Twenty-two other NSO's would receive administrative financial support, but would not be provided residency within the national sport centre. CWSA would be one of the groups awarded this non-resident status in 1974 but it wasn't until 1979 that CWSA finally became a permanent fixture within the centre receiving all of the same rights and responsibilities as their able-bodied sport organization peers.

CWSA History: 1970-1973

The 1960s ended with CWSA facing a desperate shortage of money. This financial position forced CWSA's administrators in 1970 to organize two regional games versus one national championship. In 1971, however, CWSA was able to access funds from the federal government and all of the provincial teams were able to re-unite for the 3rd National Wheelchair Games in Laval. The organizing committee general coordinator or these games was Roger B. Mondor who would become CWSA's third President. 1971 also saw Canada send its first official national team to compete in the Stoke Mandeville Wheelchair Games. Administratively, Bev Hallam stepped down as the association's Executive Director passing on the responsibilities to Al Simpson from Winnipeg. Dr. Jackson retained his position as CWSA's President.

The recreation component of CWSA, which was hotly debated years earlier in Edmonton, continued to generate interest and eventually became an official and integral part of CWSA's mission. Several recreational activities were planned for the national wheelchair games in Laval and the experiment was considered a success.[42] The organizing committee for the 1972 national games in Calgary also decided to expand on this concept by offering recreational activities including cribbage, photography and speech writing. Local Toastmasters and Toastmistresses donated prizes for speech giving, while local home economists and occupational therapists organized the arts and crafts fair. The Calgary Games also focused on elite athletic competition, and acted as the trials for the 1972 Heidelberg, Germany Summer Paralympic Games.[43] The 1972 Summer Olympic games were held in Munich, Germany.

In 1972 Gerry Way, from Edmonton, was elected as CWSA's Executive Director, replacing Al Simpson. Dr. Maury Van Vliet, the Dean of the Faculty of Physical Education at the University of Alberta, was elected as President replacing Dr. Robert W. Jackson. Way held the Executive Director's position for two years and was subsequently replaced by Gary McPherson. Dr. Van Vliet held the position of President for two years, and was replaced in June, 1975 by Roger B. Mondor from Montréal.

Financially, CWSA continued to focus on funding its national teams. One CWSA respondent recalled that "someone out in the west started a rumor that Heidelberg Beer, which was a Canadian brewery, would give one cent for every bottle cap that was collected to recognize that the games were being held in their namesake." [44] In pubs and bars, people started collecting Heidelberg beer caps and eventually the brewery became aware of this mythical fundraising campaign when 13,000 beer caps were hand-delivered to its head office. The brewery contacted CWSA executives and feigned embarrassment that they had not made the original offer to sponsor CWSA athletes. After several conversations, the brewery agreed to be the official sponsor for CWSA and donated $14,000.[45]

In 1973, CWSA's national games were held in Vancouver B.C.. Based on results from these games, the 1972 Paralympics and other international competitions, pentathlete Gene Reimer was awarded Canadian Male Athlete of the Year. CWSA continued to support international competitions by sending a team to the fourth Pan Am Paraplegic Games held in Lima, Peru.

Nationally, sport was experiencing a number of significant changes. In 1972, Marc Lalonde, the Minister of Health and Welfare, announced the creation of two separate funding and administrative entities evolving from the Fitness and Amateur Sport Branch: Recreation Canada and Sport Canada. The Minister also *presented Master Plan for Federal Action in Physical Education and Sport Excellence*, reasoning that health care costs could be curbed substantially through an increased public interest in fitness.

CWSA would ultimately benefit from this plan, although their funding still came directly from Recreation Canada. CWSA members felt that not being funded by Sport Canada continued to signify that wheelchair sports was seen as a means of rehabilitation and not an elite athletic event.

CWSA History 1974 -75

In 1974, Gerry Way resigned as CWSA's Executive Director and Gary McPherson assumed the role, a position he held until 1978. Prior to being named Executive Director, McPherson was involved with the Edmonton Junior Chamber of Commerce from 1968 to 1971. He was then "coerced by Stu Warrior and Gerry Way" [46] to run for President of the Edmonton based Paralympic Sport Association (PSA).

The 6th National Wheelchair Games were held in Winnipeg at the University of Manitoba and the headlines on the game's program 12th page read "Recreation is in." [47] The recreation component, which continued to grow, now included table games such as checkers and chess. A literary competition was also organized with a cash award of $30.00 for 1st prize. The most anticipated event, however, was the talent night where each province was asked to provide nightly entertainment.[48]

A motion was passed at the Annual General Meeting (AGM) during these games to include the word recreation in the CWSA letters patent. Fitness and Amateur Sport Canada was approached regarding this proposal, and responded that it would cost CWSA $1500.00.[49] This cost was deemed to be too high and the motion was subsequently defeated by a close vote. Nevertheless, at a board of directors meeting on April 19th, it was moved and passed that the recreation program during national competitions would be officially recognized and sanctioned by the CWSA.[50]

Organizational growth within the association was coupled with several growing pains. One wheelchair basketball player was critical of CWSA for not providing enough money for athletes to attend three international competitions in one year. The player was upset that athletes had to choose between going to Lima, Peru for the Pan Am Games or Auckland, New Zealand for the Commonwealth Games.[51] This need to choose resulted from the federal government's unwillingness to support attendance at both events as the government was already committed to sending a team to the official world championship, which were the Stoke Mandeville Games in England. Ironically, while wheelchair basketball players complained that they were not receiving enough resources, other sports complained that wheelchair basketball was receiving too much.

With the hopes of alleviating some of these concerns, the CWSA executive members met to discuss alignment with the able-bodied sport system. This goal, while not necessarily alleviating all of the athlete's concerns, would hopefully give them the same rights, privileges and responsibilities as their able-bodied counterparts. The executive committee at a meeting on April 18th 1975 thus agreed to submit an application to the Canadian Olympic Association (COA) for membership with the hopes of furthering this goal.[52] The application from CWSA was predominantly based on philosophy, but it also was driven by financial need. Dick Loiselle, the CWSA executive Vice President had previously asked the Olympic Trust Fund for financial assistance but the reply noted that CWSA was not eligible for support since it was not an official member of the COA. Ultimately the COA did not accept CWSA's application for membership, but Sport Canada did choose to recognize CWSA as a non-resident sport. This new non-resident status was attained primarily through the efforts of Gerry Way and Gary McPherson, and it allowed CWSA to apply for previously inaccessible services and funding from the federal government.

While pleased with this new status, CWSA decided that their ultimate goal was to attain residency at the National Sport and Recreation Centre in Ottawa. After 2½ years of lobbying, the federal government decided to acquiesce by offering CWSA money to hire an Executive Director without residency. Gary McPherson was paid $18,000 per year and he continued to work out of the Aberhart hospital in Edmonton, Alberta. Over the next few years, the support from the federal government increased, and in 1976, CWSA finally received official residency status.

As a non-resident sport, CWSA did not receive substantial amounts of federal funding. CWSA thus continued to rely heavily on the $65.00 head tax charged to athletes attending the national games. For larger initiatives, such as international competitions, CWSA relied on a number of small fund-raising initiatives. Hoping to move away from this reactionary process, the executive committee asked two athletes to examine possible fund-raising strategies. Eventually, an official fund-raising executive position was created on the board. Elaine Ell from Edmonton would hold this position for one year. She remained in the position for only a short period of time and a replacement was never solicited.

In addition to these financial concerns, CWSA had difficulties attracting and retaining effective volunteers. Roger B. Mondor, who became President in 1975, noted in a report distributed at the Annual General Meeting that in his opinion, many volunteers needed to work harder for the association.[53] Past President Dr. Van Vliet, also noted that there was a need for more faith and trust in the current volunteer executive members.[54] While Dr. Van Vliet may have agreed that the current group of volunteers needed to be pushed, he also recognized that there was a need for specific responsibilities concerning team selection, travel and finance.

Regardless of cause, it was evident that several members, who volunteered a great deal of their time and effort, were facing burnout and frustration. Gerry Way, in a poem reprinted in the *On Track* Newsletter noted that, "I am not allowed to run the train, the whistle I can't blow, I am not the one who designates, how far the train will go. I am not allowed to blow the steam or even ring the bell, but let the damn train jump the track and see who catches hell."[55] Ultimately, Way would submit his letter of resignation and had it printed in the fall newsletter. In this letter he noted many of the board members were selfish, focused only on the perks of the position and were only concerned with own provincial jurisdictions.[56]

A final issue that centered upon volunteers was a perceived over-reliance on medical personnel. On many occasions, there were physiotherapists who were named as assistant coaches because the team needed to have a physiotherapist but couldn't afford to have "a physio for physio's sake."[57] This reality ultimately hurt CWSA as there were less real coaches, although it certainly didn't reflect poorly on the contributions made by the physiotherapists. In some people's minds, this reliance upon physiotherapists was why wheelchair sport was perceived as a form of rehabilitation.

Volunteer development thus continued to be a concern, as did the recruitment of new athletes. Finding new athletes became more difficult as the number of people affected by polio decreased. There also was recognition that Canada would become less competitive internationally because of fewer numbers when compared to countries with a greater number of military casualties such as the United States, Argentina and Israel.

These concerns were magnified as concerns with the realization that Canada would be hosting "the world" in a few years time. Canada had agreed to host the 1976 Paralympic Games (also referred to as the Olympiad for the Physically Disabled, Paralympiad and TORONTOLYMPIAD) and CWSA was determined to find new athletes so that it could field a competitive team. Two main strategies were instituted to address this concern. The first was finding athletes through word of mouth. In a CWSA newsletter, it was noted that competition was still at a minimal level and, thus there were still many excellent opportunities for new athletes who wanted to compete in the Paralympiad.[58] It was suggested that with a little effort anybody could qualify to participate alongside the world's best.[59] The second recruiting initiative focused on those with disabilities other then spinal cord injuries such as those with amputations or stamina difficulties such as Multiple Sclerosis. At an executive committee meeting on April 18th 1975 a motion was passed to create of new series of classification categories.[60] Unfortunately, neither of these two recruitment strategies resulted in a significant increase in athlete development.

In June of 1975, Dr. Van Vliet, after fulfilling his promise to Gary McPherson, resigned as President of the association. His replacement was Roger B. Mondor from Montréal who would remain President until 1981. Mondor became involved with wheelchair sport as a wheelchair basketball player in Montréal in 1956, and he was heavily involved with the Québec Federation for Recreation and Sport for the Disabled.

This association was primarily focused on sport, with recreation as secondary in importance. Mondor, before becoming president helped organize the 7th National Wheelchair Games in Montréal North designed to focus only on "as normal a competitive activity as possible." [61]

CWSA History - 1976 - 77

In 1976, CWSA was consumed with the responsibilities of hosting and preparing for the Paralympic Games also referred to as the Olympiad for the Physically Disabled, the Paralympiad or the TORONTOLYMPIAD. These games followed shortly after the Summer Olympic Games, which were held in Montréal. The Toronto games were the 1st Paralympic Games to include athletes with other disabilities then just those with spinal cord injuries.

In 1973, Dr. Robert W. Jackson resigned as President of CWSA in order to chair the organizing committee of the Toronto games. He also was elected as Vice President of the International Stoke Mandeville Games Federation (ISMWGF), and upon the death of Sir Ludwig Guttmann, he was unanimously elected as its President. As chairman of the organizing committee, Jackson gave up his medical practice for six months and tackled everything, "from planning menus and working with foreign ambassadors, to arranging for the inoculation of the police horses that would be prancing in the opening day parade."[62]

A total of 1,600 athletes and 900 coaches from 44 countries participated in the 4th Paralympic Games. Many of these athletes had a visual impairment or amputation and the addition of these two disability groups resulted, in part, from a chance meeting between

Dr. Jackson and a friend who was working with the Swedish national team. This friend told Dr. Jackson that the Swedish team had already planned to include other disability groups based on an unfounded rumor. Dr. Jackson thought about this dilemma, and decided that philosophically it made sense to include them.[63]

The addition of athletes with a disability other than those that were spinal cord related had an enormous impact on CWSA, on disability sport throughout Canada, and on disability sport internationally. It was the addition of these athletes that forced organizers to change the name of the event from the Paralympics to the Olympiad for the Physically Disabled. "The term Paralympics was studiously avoided because it had the connotation of paraplegic games and so was objected to by the amputee and blind athletes."[64] Ironically, Paralympics would be chosen as the official term for the four-year event with Para denoting in parallel to the Olympics and not a shortened version of paraplegic.

The Canadian government firmly supported this multi-disability format and began to recognize and support several new national disability sport organizations. These included the Canadian Amputee Sport Association (CASA), the Canadian Blind Sport Association (CBSA), the Canadian Association of Disabled Skiers (CADS), and later, the Canadian Cerebral Palsy Sport Association (CCPSA).

This philosophy also helped create the new model for national games. The federal government wanted a strong showing from the Canadian team at the Toronto games and so it agreed to support national multi-disabled games to help them prepare. The first of these games were held in Cambridge, Ontario, only a few months before the TORONTOLYMPIAD and these would essentially replace the annual CWSA national wheelchair games.

While the creation of new disability sport organizations and multi-disability games provided more equitable opportunities for persons with a disability, they also created a number of logistical and administrative difficulties. Recognizing this double-edged sword, the federal government decided to create one umbrella group that would oversee each of these national disability sport organizations as equal partners. Originally, this association was called the Coordinating Committee of Sports for the Physically Disabled (CC-SFD). In 1980, it was renamed the Canadian Federation of Sport Organizations for the Disabled (CFSOD) and in 1989, it was changed to the Canadian Paralympic Committee (CPC).

Ironically, the CC-SFD might not have been created except for political turmoil during the TORONTOLYMPIAD. The Canadian federal government's financial commitment for hosting the games was withdrawn at the last minute because of the participation of a South African team and was instead used to create the CC-SFD.

The federal government's decision to withdrawal funds from the hosting organization was due to an international ban that disallowed South African athletes from competing in any international sporting events. This ban resulted from the international condemnation of South Africa's apartheid policies. The South African wheelchair sports team, however, was racially mixed and for this reason, ISMWGF had accepted their bid to join the international wheelchair sport association. South Africa, therefore, had participated in a number of Stoke Games. Dr. Jackson recognized that the South African team had a unique commitment to equality and thus felt that they deserved to be invited to the TORONTOLYMPIAD.[65] The federal government, meanwhile, was already feeling international pressures surrounding this issue because of a potential boycott from a number of African countries at the Montréal Summer Olympic Games. These countries were boycotting the Montréal Olympics because of the participation of New Zealand, which had competed against South Africa in an exhibition able-bodied rugby match.

Marc Lalonde, the Canadian Minister of National Health and Welfare, expressed Canada's concern that South Africa was only attempting to propagate the impression of equality in South Africa by the registration of a racially integrated wheelchair team.[66] The official stance of the Canadian government was that it would not prevent the participation of the team but as a government it could not associate itself with the South African team or the games through financial support. Ultimately, South Africa competed with several countries boycotting as a result including Jamaica, India, Hungary, Poland, Yugoslavia, Sudan, Uganda and Kenya. Poland's team officially withdrew after all of their athletes had an opportunity to compete.[67]

Financially, the Canadian government's opposition to South Africa's inclusion and its subsequent withdrawal of support had a dramatic impact. Dr. Jackson was hopeful that ¼ of the funds needed to host the games would come from the provincial government of Ontario, ¼ from the federal government and ¼ from ticket sales and sponsorship. The final ¼ would come from the different countries and athletes themselves. Only two months prior to the games, however, the Canadian government made their decision to pull the agreed upon support of $450,000.00 and asked to have a $50,000.00 advance reimbursed. The Ontario government, following the federal government's lead, also decided to follow suit and withdrawal their funding.[68]

This announcement was made only a few months prior to the game's opening ceremonies and so the Toronto organizing committee, in desperate need of funds, argued that the South African team had broken apartheid as it had athletes who were both black and white and thus it deserved international support. The federal government appeared somewhat conciliatory and requested proof that the team was truly representative of racial integration. It was arranged that the Canadian ambassador in Cape Town would visit the selection camp of the South African team but at the last minute the consulate said that the Canadian embassy could not verify the games as it had other more pressing matters. The embassy staff never witnessed the selection events and the Canadian government withdrew its support.[69]

The withdrawal of funds made it next to impossible to host the games and this resulted in a public outcry of support for persons with a disability. A political cartoon in the *Toronto SUN* newspaper reflected this mood by showing the provincial and federal Ministers of Health pushing an black African wheelchair athlete over a cliff. Eventually, the provincial government relented to public pressure, and agreed to honour its commitment. The federal government, however, refused to budge. Somehow the organizing committee was able to continue.

The games went ahead with a massive debt looming once they were over. The presumed deficit from these games, however, never occurred as ticket sales and donations far surpassed the organizing committee's expectations. The opening ceremonies, which were not supposed to generate much interest, ended up with 20,000 people in attendance. *Toronto SUN* newspaper columnist George Gross noted that these games were "sport and not like something else on the back pages of the social pages."[70]

Three days before the games ended, the federal government finally relented to public pressure and decided to re-allocate its original commitment of $450,000.00. These funds, while not being used for the games themselves, were designated to create and support a coordinating committee for all Canadian athletes with a disability. The purpose of this newly formed coordinating committee was to establish one governance mechanism for the government and to ensure a proper disbursement of funds towards the disability sport movement.

Over its first few years of existence, this coordinating committee allowed the various disability sport groups to operate relatively independently. This relationship slowly began to change, however, and on May 2nd 1980, CWSA President Roger B. Mondor moved that the coordinating committee be disbanded.[71] This motion was defeated. CBSA, CASA and CADS then began discussions regarding a proposal to split with CWSA, in order to form their own informal co-operative group. Following statements from the federal government that it would not support more than one umbrella organization, the various groups returned to the negotiation table. On May 23rd the Canadian Federation of Sports Organization for the Disabled (CFSOD) was created to replace the CC-SFD and hopefully address some of the concerns expressed by CWSA.

The formation of the new coordinating committee, however, was not perceived as being any different. To some, this form of inclusion enforced by the coordinating committee was seen to have a negative impact on CWSA's development. One of CWSA's main goals was inclusion into the able-bodied sport system and it was perceived that association with the other disability groups hindered this process. One interviewee questioned why CWSA should be treated any differently from an able-bodied sport organization. "When basketball went to the Olympics it remained an autonomous identity as a basketball team and so did the volleyball team and the swimming team. So why was disability any different?"[72] Other respondents, conversely, saw the benefits of working collaboratively with the other disability sport groups, recognizing that fighting the government-directed initiatives might not be beneficial long term.

The coordinating committee nevertheless continued. One of the direct results of this newly formed umbrella organization, was the creation of multi-disability national games. The inaugural games were held in Cambridge prior to the 1976 TORONTOLYMPIAD and in 1977, the second games were held in Edmonton.

1977 was also a significant year as it saw the birth of a new wheelchair sport that would spread globally. Wheelchair rugby, which was originally coined murder-ball, grew from the causal bantering between four quads in Manitoba who had started tossing a volleyball around during their weekly training nights, at a local gym. Eventually, generic rules were developed and the game was born with players wearing helmets because of the roughness. Eventually, this game grew into the largest and most popular team sport for quadriplegics.[73]

Sport was also growing on the national able-bodied sport scene with Canada becoming engrossed in hosting its first ever Olympic Games in Montréal. Although the games were mired in controversy, with several African countries boycotting because of the participation of New Zealand, Canada finished 10th in medal standings. The medal tally from these games was a significant improvement from their 21st place finish at the Munich Summer Olympics in 1972.

The federal government, with the hopes of making an even greater contribution to Canadian sport, then named Iona Campagnolo as the first Minister of State for Fitness and Amateur Sport. In 1977 Ms. Campagnolo circulated a paper titled *Towards a*

National Policy on Amateur Sport: A Working Paper, providing several suggestions on how to enhance the entire sport community. In 1977, this paper was circulated to the members of parliament but before the paper could be reviewed, Prime Minister, Pierre Elliot Trudeau called a federal election and Campgnola was defeated. Joe Clark would go on to lead a Progressive Conservative minority government until Trudeau's Liberals defeated it a few months later. Campagnolo, however, was not re-elected and the paper was forgotten.

CWSA History - 1978

In 1978, CWSA became a resident organization within the National Sport and Recreation Centre in Ottawa. Fitness and Amateur Sport Canada was the funding body for the centre but CWSA still received its funding from Fitness Canada. CWSA over a short, ten-year history grew from non-resident to resident status. Nevertheless, unlike many of their able-bodied sport association peers, the athletes still had a fitness consultant versus a sport consultant. "It was a continual fight, although it probably didn't make a lot of difference in terms of money but it did make a difference in the way that you were treated."[74]

As a result of this new residency status, CWSA was able to hire its first Ottawa-based Executive Director (ED). Gary McPherson previously carried out the ED duties from Edmonton, and between his and Mondor's efforts, the federal government decided to recognize CWSA as a resident association. Residency gave CWSA immediate access to other able- bodied sport organization in Canada, while also giving CWSA the prestige and honour of being recognized as a full-fledged national sport organization.[75]

John Smyth, passing up a job opportunity at Stelco Steel in Hamilton, was hired as CWSA's 1st Executive Director. Previously, Mr. Smyth was Executive Director for the Canadian Sport Parachuting Association (CSPA) and he knew many wheelchair athletes who had ironically injured themselves through accidents in skydiving and parachuting. He was further intrigued by the challenge of helping bring a sport from the kitchen table to the national boardroom.

Funding from the federal government increased as John Smyth, who worked at the NSRC knew the ropes with regards to budget submissions and annual reporting.[76] CWSA also started to achieve greater success with fundraising initiatives. The most renowned of these was Gary McPherson's purchase of four Bricklin cars from a defunct automobile dealership in New Brunswick. Some of these cars weren't complete but people really wanted the few remaining limited editions as they were partially made of nickel and had two unique gull-wing doors which opened to the sky. When CWSA needed money, McPherson would simply raffle one off and place the money in a slush fund.[77] A second fundraising initiative that paid dividends for the entire disabled sport movement was the creation of the Sport Fund for the Physically Disabled.

The fund was started in association with the Royal Bank's Chief Executive Officer, Roland Frazee who had a niece in a wheelchair athlete. The first meeting regarding this fund included Mondor and Frazee. The day after this meeting, Frazee's assistant arrived at CWSA's office in the National Sports and Recreation Centre to talk with Smyth. He proceeded to show the Royal Bank representative CWSA's trial balance and financial position, as well as giving him a tour of the building that showcased the other able-bodied sport associations. On CWSA's floor at the National Sport and

Recreation Centre were Softball Canada, Table Tennis, Canadian Parks and Recreation, Lacrosse, and the Canadian Amateur Hockey Association. After this meeting, it appeared to Smyth that Frazee's assistant perceived CWSA as a legitimate national sport organization and thus recommended to Frazee that the negotiations continue.[78]

Ultimately, the meetings with the Royal Bank led to the creation of what would be called the Sport Fund for the Physically Disabled. Frazee agreed to mail letters to 1700 chief executive officer's of Canadian corporations asking for their support. The money generated from this campaign grew to over $200,000. Its primarily use over ten years was to help send Canadian Paralympic teams to various international competitions.

Another successful fundraising initiative was the creation of the Ada MacKenzie Memorial Foundation (AMMF) which Gary McPherson had heard about through a casual conversation. This foundation was created in memory of Miss. Ada MacKenzie, one of Canada's outstanding lady golfers. The objective of the AMMF was to provide financial assistance to deserving athletes with a disability. Funds for this foundation were raised through an annual golf tournament held in Toronto. The specific funds were then used to help athletes who were attending a post secondary academic institution on a full-time basis. As a result of these, and other smaller initiatives, funding for the association as a whole appeared to be relatively healthy. The future also looked bright, as 1981 was declared the Year of the Disabled.

As CWSA grew, the ability to communicate with the membership became more difficult between the provincial offices and the national association. Some executive members at the national level, recognized this concern, but also noted that there were few responses received when the national office asked for assistance.[79]

A need to improve communication was also a priority because of the public's poor understanding and appreciation of wheelchair athletes. Rick Hansen and Terry Fox had not begun their cross country and world tours and athletes such as Mel Fitzgerald and Andre Viger, who would eventually dominate international competition, were just beginning their athletic careers. This perception was exemplified to wheelchair athletes by the news media, which tended to showcase wheelchair sport in the Living sections as opposed to the Sport's sections of the newspapers.

With the hopes of addressing these communication concerns, CWSA began publishing a newsletter. *Wheeler's Choice* became a magazine in 1981, complete with glossy action photographs and commentary. In addition to improving communications, the executive thought that the newsletter and then the magazine could be used for fundraising and public relations.

While the publicity for wheelchair athletes grew due to initiatives such as *Wheeler's Choice*, so too did the technical expertise. The Training Centre for the Physically Disabled (Rick Hansen Centre) was opened at the University of Alberta under the guidance of Dr. Robert Steadward, a former Vice President of CWSA. This training centre published specialized training manuals and overall, the technical aspects of wheelchair sport began to garner greater academic attention. Other initiatives included a re-focusing on classification, integration / inclusion and organizational structure. Discussions with the National Coaching Certification Program (NCCP) occurred, which resulted in a formal partnership with wheelchair specific chapters being added to various sport specific manuals.

Administratively, CWSA continued to pursue a variety of issues. John Smyth shared an office and a secretary with the newly formed Coordinating Committee of Sport for the Disabled (CC-SFD). This multi-sport umbrella organization was funded from money that the federal government had earmarked for the 1976 TORONTOLYMPIAD. As a result of CWSA's close physical proximity to the CC-SFD, CWSA could not avoid becoming intimately involved in the ongoing growth of the other disability sport groups. The silent sports (deaf) eventually left the federation because they had its own World Championships and wanted only to have access to the federal funding. The remaining groups organized the 3rd annual Canadian Games for the Physically Disabled in St. John's, Newfoundland.

Canada was the host in 1978 to the Commonwealth Games in Edmonton and although the Commonwealth Games for the Disabled had been hosted by New Zealand in 1974, Canada under the direction of the CC-SFD, was a reluctant partner in 1978. The rationale for this position was based on financial realism, an increasing political tension with regards to the participation of Rhodesia (Zimbabwe) and South Africa, and the perceived discrimination towards other disability groups as only wheelchair athletes traditionally participated. Finally, the disability sport movement as a whole was preoccupied with trying to find an alternate sight for the 1980 Paralympic Games. Moscow, hosting the 1980 Summer Olympic Games, declined a requests to host the Paralympics sighting an absence of persons with a disability within their country.

For CWSA, the late 1970's saw a flurry of activity regarding organizational development. The association's constitution and bylaws were revisited and voting procedures at annual general meetings were changed to a three tiered system. The first tier was provincial in scope with votes allocated to membership. Alberta and Ontario, for example, received thirteen votes each, while British Columbia had seven and New Brunswick, six. The second level of voting was the executive committee, which was entitled to one vote for each person (for a total of eight). The third level consisted of the board of governors, which included two members from each province for a total of 22 votes. In total, the number of possible votes was 97. There was also a revisiting of whether to include the term and scope of recreation into the updated constitution and bylaws. The motion was late in being presented and was subsequently tabled for the following year.

Within the federal government, 1978 saw the creation of Fitness Canada, which theoretically replaced Recreation Canada. Iona Campagnolo, while the Minister of Sport, decided to allocate to the provinces the responsibility for recreation. After this change CWSA received the majority of their funding from Fitness Canada.

CWSA History - 1979

An issue that permeated CWSA's history was the membership's dissatisfaction with the support that they received from the federal government. In a *Wheeler's Choice* newsletter, John Smyth the Executive Director noted, however, that within the CWSA "there existed a certain aura of chauvinism. Like most unruly kids, one could expect a certain amount of infighting and rebelling against authority."[80] He then noted that CWSA had in reality derived a great deal of benefit from the federal government's assistance and like most parents, "the Feds" were neither always right, nor did they put CWSA's best interests first. "Nonetheless, it was extremely shortsighted of them to see nothing but fallacy and deceit in the very system which had nurtured them."[81]

While CWSA members criticized the support they received from the federal government, they became more generous with their own partners. One example was the executive committee agreeing to a $7000.00 loan to the Canadian delegation for the upcoming 1980 Paralympic Games in Arnhem, the Netherlands.[82] Another motion, meanwhile, allowed CWSA's Northwest Territory division to be granted full membership status with voting rights without having to pay membership dues.[83]

Along with partnership development, CWSA became more aggressive in sport specific initiatives. Some sports, such as archery, tried to become more inclusive within the able-bodied sport system while other sports, such as wheelchair basketball created its own distinct identity by hosting a single national championship separate from the larger multi-sports games. In the Vice President's report, Dean Mellway noted that, "the 1979 CWBA Championship was a highly successful event, demonstrating that wheelchair basketball competitions could be held independently of the national games and that holding these games at the end of the basketball season would improve the caliber of basketball in Canada."[84] Recommendations were then made that suggested further pursuance of inclusion with Basketball Canada and linkages in existing programs such as those that focused on coaching, officiating and hosting. A motion was also presented to the board to allow members with cerebral palsy and below the knee amputees participate in wheelchair basketball. This motion in its entirety was eventually withdrawn, although, it was ultimately agreed upon to accept single below-knee amputees.[85]

Sport development from a technical perspective benefited from interest shown by the government and academia. On September 21st-23rd 1979, approximately 140 people gathered in Ottawa to participate in the first Canadian Symposium on Sport Integration for the Physically Disabled. The Fitness and Amateur Sport Directorate sponsored this symposium for the Canadian federal government. A national conference and workshop on sport and training for the physically disabled was also hosted in Edmonton by Dr. Steadward at the University of Alberta's National Training Centre for the Physically Disabled (Rick Hansen Centre). In both cases, these meetings served as significant starting ground for future technical developments in wheelchair sport.

While research and sport specific development at the national level seemed to be flourishing, grass-roots development floundered. CWSA tried to address this incongruity by spending more time and money on provincial development, as many of the provinces had neither staff, nor sufficient organizational structure. Unfortunately, it appeared that after fulfilling the regular expectations of national games, provincial development and athlete recruitment, there seemed to be little left over to dedicate towards inclusion. It was potentially this inability to appropriately address the inclusion issue that encouraged the government to lump all of the disability sport groups together into the Coordinating Committee of Sports For the Disabled (CC-SFD).

The federal government hoped that an umbrella group could provide the necessary leadership to initiate the process of including athletes with a disability into the able-bodied sport system. CWSA voiced its displeasure in being forced to join other disability sport organizations as evidenced by a motion presented at a CWSA executive meeting, with "CWSA representatives on the CC-SFD take whatever steps necessary to protect the interests of CWSA."[86]

Other members of CWSA, meanwhile, saw positive aspects of joining together with the other disability groups under one umbrella organization. Dean Mellway noted that the support and encouragement shown towards the blind and amputee sport associations helped them through their initial years of development and that despite the strains that often developed between organizations with similar mandates, he felt that CWSA needed to continue to provide and to accept the other disability groups as partners.[87] The initiatives that CWSA took towards enhancing a cooperative effort, Mellway suggested, would set an example for the global disability sport movement.[88]

The national multi-disability games in 1979 were held at the University of British Columbia, in Vancouver. In the welcoming letter from the Lieutenant Governor of British Columbia to the participants of the national games, he wrote: "Dear Charioteers. The fact that you have entered these Games, no doubt with keen anticipation - plus your wheelchair - suggests to me that you are rather special people. The reason for your wheelchair is, I am sure, a very great burden to you, for which, needless to say, you have my earnest sympathy."[89] The 300 participants attending these games, to some people, still needed sympathy and could not be regarded as elite athletes.

The national games that year included events such as dartchery (an enlarged dart board used with a bow and arrows), slalom, snooker, table tennis, pentathalon (swimming, javelin, shot, wheelchair dash and archery), volleyball and murderball. Several new events were also added, including air-pistol, 10,000 metre track, air rifle, hammer throw, fencing, and bowling. These games were considered a great success, yet they were recognized as probably one of the last to occur. Paul Dupray, the Fitness and Amateur Sport consultant noted that funding for national games would soon end.

Dupray suggested that government funding would be based on performance, and some sports might be cut from funding altogether. This new system, in the government's eyes, would provide a strict accountability and evaluation procedure. In addition, Dupray announced that access to lottery dollars (Lotto) would end. Once again, funding would become a major issue within CWSA and a renewed emphasis was placed on fundraising. Other technical issues such as hosting a series of national developmental games at three different sites: one for swimming and weight-lifting, one for archery and table tennis and one for track and field, became secondary priorities.

CWSA's executive committee recognized the potential effect of these financial concerns and began to plan for the future without government funding. The first priority was to continue the newsletter, on a regular basis, with the hopes that it might lead to sponsorship opportunities. Other fundraising ventures were also pursued including projects such as *Treasures of Canada*, which was a joint initiative with the Ontario Wheelchair Sports Association.

While trying to address their own decreasing revenues, CWSA tried to ease the financial burdens on their provincial affiliates. At the board of governors meeting in April, the assessment breakdown system was changed so that the new basic provincial assessment was only $300.00, while the individual membership fee would continue to be $2.00 per year. It was decided that an administration fee (head tax) of $75.00 would be charged per the number of 1978 game participants.[90] All of these cost figures were either the same as the previous year, or were significantly reduced and these concessions were made because several provincial branches were having severe financial problems, and were in danger of closing.

What made CWSA's financial plight more difficult was the inconsistent support and leadership from the federal government. The Progressive Conservative's assumed power in 1978 and they were followed shortly thereafter by the Liberals and then again the Conservatives in 1980. This rapid change in leadership resulted in what was referred to as a "swinging door" [91] within the Fitness and Amateur Sport branch. Seven different Ministers would be in charge of this ministry over a five-year period, few of whom were in office long enough to make any impact.

In 1979, Steve Paprowski became the Minister of State and his Ministry included fitness, amateur sport and multiculturalism. He held the position of Minister for nine months. In 1980, Gerald Regan became the Minister and he would last for 18 months during which the Fitness and Amateur Sport Directorate was transferred to Labour Canada. In 1980, the Ministry was transferred from Labour to the Secretary of State and in 1982, Ray Perreault became the Minister for 11 months. Once again the Ministry was transferred, this time to National Health and Welfare. In 1983, Celine Hervieux-Payette became the Minister responsible for sport for five months. Jean Lapierre, was then Minister for three months and Otto Jelinek would finally provide some sense of stability in 1984 by becoming minister for 3½ years. Jean Charest assumed the post in 1988 for 22 months.

Often, there was considerable time in between ministerial transfers and during this time, the directorate would remain under the jurisdiction of government bureaucrats. The difficulty in pinpointing who was in charge thus made it difficult for CWSA executive members to know which doors to knock on.

CWSA History - 1980

In 1980, Terry Fox began his cross-country Marathon of Hope tour to raise awareness for cancer research. Although the focus of this marathon was on cancer, the offshoots for wheelchair sport were significant. Fox, an amputee, was a wheelchair basketball player and his message and example as a person with a disability, was far-reaching.

While CWSA could have certainly capitalized on the publicity created by Fox, it appeared unable to do so, as it was pre-occupied with a number of internal organizational conflicts. The first of these was an ongoing feud between CWSA and the Coordinating Committee of Sports for the Disabled, (CC-SFD) over autonomy and independence.

CWSA continued its aggressive stance towards the CC-SFD. One member of CWSA felt that throughout the CC-SFD's four-year existence, they had "wasted over $450,000."[92] It was believed that the other disability groups were considerably behind CWSA with regards to organizational development but felt obliged to participate in order to, "have a piece of the pie."[93] As a result of this perception, both within and outside of his organization, John Smyth was forced to be a mediator. To make his job easier, he requested CWSA members…

> …find a way to stop being at odds with everyone else in amateur sport / sport for the disabled. Even if CWSA was right, and everyone else was wrong, CWSA still had to live within that world and within the social and political structures that dominated therein.[94]

The government, agreeing with Smyth, suggested that CWSA should re-consider its official stance against co-operating with CC-SFD. CWSA's executive relented but noted that they were still in principle very much against the concept of having a coordinating committee.

Part of this attitude resulted from an ongoing skepticism of CC-SFD's fiscal responsibility. Less than two months prior to the opening ceremonies at the 1980 Arnhem Summer Paralympics, CWSA was advised that there would be no financial assessments for their athletes. The Royal Bank trust account, however, was not officially operating and fearing that assessment might still materialize, a motion was passed that after confirming, for one last time, that there would be no assessments, CWSA would take no responsibility for a deficit. Fortunately, no assessment was required but it was clear that the level of trust between the two organizations was poor.

As a result of financial and philosophical concerns, CWSA made it quite clear that it would remain at odds with the ongoing development of the CC-SFD. Hugh Glynn, Chairperson of the CC-SFD, indicated that the CWSA position made it quite impossible to continue any further discussions of an umbrella organization for all disabled sport associations. Dr. Hauser, a representative from Fitness and Amateur Sport re-iterated, to Glynn that the government would only consider funding one umbrella group that was inclusive of all disability sport associations.

After a great deal of discussions, a motion was ratified at a CC-SFD meeting to disband the Coordinating Committee and create a new organization, similar in structure, but different in philosophy.[95] This new group was called the Committee of Sport Organizations for the Disabled (CSOD), which was quickly re-named as the Canadian

Federation of Sport Organizations for the Disabled (CFSOD). This new organization would focus more on the technical aspects of disability sport, and on representing Canada internationally with the newly formed International Paralympic Committee (IPC). This change avoided the more generic issues of dealing with disability issues and it also satisfied the government's request for one disability sport umbrella group with which it could communicate.

Conflict continued to be a hallmark of the organization, only this time it was within the association itself. CWSA's leadership recognized that a number of volunteers appeared unwilling or unable to pull their own weight. Mondor, CWSA's President, suggested in a *Wheeler's Choice* article, that if these unnamed volunteers were unwilling to commit the necessary time or disagreed with the association's chosen direction, then they should leave the association immediately.[96]

In response to these concerns, Gary McPherson, CWSA's treasurer wrote a *Unity Plan*, which attempted to clarify the importance of having a national office, the need for more face-to- face meetings, an increase in computer systems, the need for long range planning, and the desire for improved government relations. New parameters for the Executive Director were drafted, including the responsibility for financial statements. This particular change, in effect, moved the bookkeeping responsibilities from McPherson's desk in the Aberhart hospital to the national administrative office in Ottawa.

Beyond the various concerns outlined earlier, McPherson's *Unity Plan* addressed provincial member perceptions that the national office was becoming too autocratic. The national staff and volunteers felt that they were within a catch-22. When they imposed decisions, they were considered to be dictatorial, but if they waited patiently until people produced obvious solution then they were accused of lacking leadership. Thus, with the hopes of simplifying communication delivery mechanisms and eliminating the concerns regarding leadership, two manuals were created. The first manual was a *Director's Handbook* while the second was a *Team Procedures Manual*. John Smyth, meanwhile, was becoming increasingly frustrated with his attempt to improve communication through *Wheeler's Choice*. He often questioned the magazine's value to the association and at an executive committee meeting, he sadly noted, that at a cost of $8,000, he was very reluctant to continue sending out the ramblings of Smyth under the guise of an association magazine.[97]

On a macro level, the association was focussed on becoming recognized as a legitimate sport association. It appeared that they were close to attaining this goal when the Honourable Gerald Reagan noted that the funding from Fitness Canada and not Sport Canada was inappropriate. This statement was based on the observation that sports for athletes with a disability were fiercely competitive which made them athletes and not recreational participants. Reagan and his Ministry bureaucrats were nevertheless leery about making a long-term commitment to this change. This issue eventually caught the attention of a sympathetic Member of Parliament from British Columbia, Mark Rose from Mission-Port Moody.

> Madam Speaker, my question is to the Minister responsible for the fitness and amateur sport. All parties in this House today applauded the outstanding success of the Canadian wheelchair sport team at the recent wheelchair Olympics in the Netherlands. Since 1978, the CWSA has been officially recognized by the government, received funding for an Executive Director to be housed in the National Sports and Recreation Centre and wished to continue to work and strengthen its ties with the sports part of the organization, the sports delivery system, rather than through the recreation side.[98]

Rose then asked Minister Reagan to assure the House of Commons that the government would not revert to its previous policy of having wheelchair sports treated as a special group under the auspices of Recreation or Fitness Canada. This change could not be promised and CWSA continued to fight for permanent recognition and funding under the title of sport.

While negotiations with the government continued, fundraising initiatives continued to be a focus. Sharon Cook, President of Ontario Wheelchair Sports Association (OWSA), suggested that a national wheel-a-thon should be implemented. Another fundraising idea was to have Bell Telephone phonebook covers printed with wheelchair athletes. The focus on fundraising emerged because of two realities. The first was the realization that the last significant fund-raising effort was the Bricklin car raffle in 1978 and the second was the recognition that without future funds, CWSA's reserve would only last a maximum of two years. While the board was well intentioned, it seemed that few initiatives were actually completed and those that did succeed seemed to be a result of luck rather than strategy. An example of this occurred when a woman from Toronto raised $600.00 by organizing a fashion show unbeknownst to CWSA prior to receiving the money.[99] Unfortunately this financial scenario was becoming more common with other organizations as well, and this scenario had an indirect impact on CWSA projects. Examples of this included accessibility surveys and upgrades with university facilities or other fitness centres. Many CWSA partners were then unable to match government grants, and thus the funds had to be returned.

While fundraising activities stagnated, the development of sport sections flourished. With the hopes of managing this growth, Don Royer, CWSA's Vice President technical requested that the association hire a professional technical director. After being told that a paid technical director would not be forthcoming, Royer initiated a new volunteer-driven technical committee.

Some sports supported an aggressive developmental approach, as they seemed to envision a time when they would become independent entities. Athletes began to specialize in one sport, with the hopes of achieving higher standards of excellence. Traditionally, athletes would attend national games and compete in five events. The ideal, however, was to mimic the able-bodied system and encourage specialization in only one or two events. This ideal became more attractive as athletes such as Rick Hansen from British Columbia, and Ron Minor from Alberta were recognized as Provincial athletes of the year.

Wheelchair basketball was particularly keen to gain independence from CWSA. This attitude was evident with the board of governors recommending CWSA hold a multi-sport championship in 1981 with the understanding that basketball remain a separate event.[100] Suggestions were also made to host a separate woman's basketball tournament even though the event was cancelled at the 1980 Arnhem Paralympics because of poor player commitment and declining numbers.

These desires for independence were hindered by a couple of instances that may have revealed a premature notion of autonomous capabilities. The first was wheelchair basketball's difficulty in finding a host for its national championships. Representatives from New Brunswick had successfully bid for the games, but had were revoked when the proposed date conflicted with an indoor wheelchair track and field event in Dollard Des Ormeaux (a Montréal suburb). Several other provincial representatives did not agree with

New Brunswick's alternative dates, and so a bid from Manitoba was ultimately accepted. This change meant, however, that only six teams could attend. Eventually, a motion was submitted to CWSA's board that the national championships should be held at the same time every year. Similar to basketball, athletics' infrastructure appeared to be growing faster than the caliber and number of competing athletes. The 1980 indoor athletics developmental games was poorly attended with only 65 of the promised 120 athletes participating. In an attempt to encourage first-time participants, the athletics board presented a motion that the number of rookies eligible to compete in national competitions during 1980 be increased from two to three.

The growth in sport specific development marked the demise of recreation within CWSA's sphere of programming. To some, the inclusion of recreation lowered the image of sport, and belittled the association's status as an elite national sport governing body. Being all things to all people was difficult for a national association and CWSA to some was designed for elite athletes and that's where the focus should remain.

The demise of recreation was not unforeseen or without justification. The former recreation director of CWSA in 1977 wrote in her final report that "if the recreation section of CWSA was to grow and develop, it must become an entity unto itself."[101] In 1979, the CWSA's board acted upon these recommendations and supported a meeting in Toronto under the chairperson of the newly appointed recreation director, Doug Mayer. The purpose of this assembly was to determine the position and strategic direction of the recreation section as it related to a national sport governing body. The proceedings of this meeting were distributed to the participants and provincial governors with a request for their reactions. Only two provinces responded to the letter, leading Mr. Mayer to believe that recreation services were no longer a priority.

This perceived lack of interest led Mr. Mayer to conclude that the CWSA should drop the facade of being a supporter of something, which in his mind it was not. Aside from the recreation meeting, Mayer suggested that CWSA had not provided anything to its recreation members in the past year and it did not appear to be changing. On November 29th 1980, Mr. Mayer suggested to CWSA's executive committee that he might be better able to represent recreation for persons with a disability by serving on the board of another organization, such as the Canadian Parks and Recreation Association (CPRA). Members of CWSA's executive responded to this request by suggesting that Mr. Mayer was in a better position to represent recreation for persons with a disability by remaining with CWSA and speaking to groups like CPRA on their behalf.[102] The executive committee also reminded Mr. Mayer that provincial members still needed a representative at the national level and thus he would be fulfilling a valuable role. Mayer was subsequently allocated $3000.00 to help him attend various other agency meetings. Support from the CWSA executive members seemed to evaporate with Mayer becoming frustrated and ultimately submitting his letter of resignation.

The importance of recreation within the CWSA would not emerge until several years later, when the grassroots development had been severely depleted. Sue Beaumont, a CWSA governor from the Nova Scotia Wheelchair Sports Association, noted in her 1982 provincial report that the lack of recreation opportunities resulted in significant membership decreases, and that the focus on elite sport had discouraged first timers from participating.[103]

CWSA History - 1981

At the 1981 annual general meeting, elections were held for all major positions on the executive committee. After a short recess, nominations were opened and Mr. Zawanda, CWSA's governor from Saskatchewan, noted that the incumbent Roger B. Mondor would be standing for re-election. Cook was also nominated for President, while the third nominee was Gary McPherson. McPherson and Mondor did not let their names stand for re-election and Cook was subsequently elected by acclimation as CWSA's fourth President.[104]

In Cook's first report as President, she identified a number of lofty goals. She also recognized, however, that there was a great deal of work still needed to push CWSA into the upper echelons of the elite national sport realm.

> We [CWSA] are, in my opinion, at a turning point in the development of CWSA. There is no question that we have arrived as a viable participant in the Canadian sport scene, but now that we are here, we have to dig in our heels and get the job done. With less than 1100 members, CWSA is still scratching the surface in terms of potential membership.[105]

The most significant change in Cook's approach to the presidency was her commitment to working cooperatively with CFSOD. In the first executive committee meeting following her election, a motion was passed that CWSA should make an official application to join CFSOD.[106]

> Having considered the alternatives before us, I (Cook) have personally concluded that membership in CFSOD is an important and necessary step in our continued development. I know that relationships have been strained over the past several years, but like it or not, sport for the disabled will grow faster through cooperative efforts.[107]

Roger B. Mondor, in his last President's report reflected on his term in office and especially his philosophy on working collaboratively with other disability sport groups.

> Being truly committed to the development of wheelchair sports does not mean being against sports activities for other types of disabilities - it is only a matter of priorities. I am proud to be associated, or should I say blamed, for CWSA's actions of the past six years, and I can only stress that whether I will be associated or not with the CWSA in the future, I will always be proud of what CWSA achieved under my administration. The unfortunate thing about being ahead of your time is that when people finally realize that you were right, they'll say it was obvious all along.[108]

Following Mondor's tenure, many reflected on his enourmous contribution. In John Smyth's annual Executive Director's report, he noted that...

> ...CWSA had achieved its' respected position in the Canadian sport community as a direct result of the incredible effort of a small group of volunteers. Roger B. Mondor, in his tenure as President of CWSA, brought us a level of respect that few sport organizations in Canada could match. What Roger lacked in diplomacy he made up tenfold in his expertise and commitment to the athletes of CWSA.[109]

This report would be Smyth's last. Two months after Cook became President, Smyth resigned to become a Vice President for a manufacturing company in Kingston, Ontario. Cook now without an Executive Director, chaired the committee that hired Dean Mellway who would ultimately be the longest serving Executive Director in CWSA's first 30 years.

Smyth's resignation may have been caused, in part, by his increasing frustration with the membership's apathy and inability to collaborate on what, he saw, were important issues. One example was the membership's lack of interest in the *Wheeler's Choice* magazine. This issue was discussed at length, years earlier and returned to the forefront in 1981. Smyth, in a memo to the Board, noted that...

> ...after a multitude of empty promises of support for the magazine, there had been a 100% increase in the amount of material submitted - unfortunately 100% of nothing is still nothing...!

> It is probably the time to admit that the CWSA cannot handle such a sophisticated communications vehicle. The last issue cost approximately $800.00 to put together and print; then we spent $300.00 to mail it out. Subsequently, a hundred or more of the magazines were returned due to incorrect mailing addresses being on file. It was my idea to launch a full format magazine and I regret and apologize for my very poor forecasting of the association's needs.[110]

A second possible reason for Smyth's disillusionment with CWSA could have been the lack of support from the majority of provinces in any number of programming activities. In addition, he saw the national governing body's lack of support and co-operation towards other disabled sport organizations, specifically with the newly formed CFSOD as a continual source of aggravation. Smyth closed his last Executive Director's report by noting that he felt as if he were marching out of step with the association. Thus, without any obvious changes forthcoming, he resigned.

Two months later Dean Mellway was hired as CWSA 3rd Executive Director (ED). Mellway had unsuccessfully applied for the ED position in 1979. Mellway then served on CWSA's board as 2nd Vice President as well as acting as Ontario Wheelchair Sports Association's Executive Director and playing wheelchair basketball, wheelchair tennis and sledge hockey. After hiring Mellway, CWSA also employed Miss. Shirley Willems as secretary and Miss. Ellen McDonnell as research assistant.

The third major change associated with Cook's arrival as President was within the organizational structure. At CWSA's annual general meeting (AGM), the agenda, as previously distributed, was discussed and noted that this was the first meeting under the new constitutional format. This change meant that members of the board were now listed as the official members of the association and this change resulted in some difficulties differentiating between a board meeting and an annual general meeting. An acceptable answer was not forthcoming and this resulted in considerable discussion about who could, or could not, vote. It was eventually determined that the strict interpretation of the bylaws precluded alternate directors from voting unless a written proxy was in their hands. This decision was met with consternation by many of those attending, as several directors were alternates without the necessary written proxy for voting privileges. Nevertheless, the decision was maintained and the meeting continued in spite of several unofficial protests.[111]

The fourth and final organizational change in 1981 was CWSA's relationship with Sport Canada. Despite the political promises to change CWSA's government funding source from the fitness to sport branch, CWSA remained skeptical that this would actually occur. Mellway noted that "he always felt strongly that CWSA should be consulting with Sport Canada and not Fitness Canada and as a result was very uncomfortable with the Branch Program Status."[112] After meeting with Abby Hoffman, director of Sport Canada, Mellway was able to clarify that CWSA's status as a branch program gave them direct access and involvement to both sides of the house (Sport and Fitness branches). Other advocates for CWSA's move from Fitness to Sport Canada included CWSA's government consultant Dr. John Richardson. Unfortunately, Dr. Richardson passed away and CWSA members were fearful that the gains might be lost. These fears were subsided when Mellway was advised that the interim consultant would be Barry Butler, who ironically, was a former wheelchair athlete.

1981 saw significant changes within many of CWSA's specific sport sections. Don Royer, CWSA's Vice President technical, for many years had expressed his desire to hire a technical director. Unavailability of funds often precluded this desire and thus to help share his responsibilities, while also increasing the autonomy of the sports, he created a separate volunteer driven athletic board. In his mind, this board would serve as an extension of the position of athletic director and would include representation from all ten sports.

The athletic board would become a focal point for CWSA as it would be wholly or mainly responsible for a number of issues, including bid selection, coaching, inclusion, and athlete development. In reality, however, issues such as bid selection became less relevant as CFSOD took over many of these responsibilities.

National games were now handled by CFSOD and in 1981, the Canada Games for the Physically Disabled were held in Scarborough, Ontario. This event included wheelchair athletes, athletes with visual impairments and those with amputations. These games were not perceived to be a success from a technical perspective and several members of CWSA, including Don Royer, voiced their concerns. Wheelchair sport directors reflected these sentiments in years following voicing preference for wheelchair only events, or inclusion into the able-bodied sport championships when compared to one multi-disability format.

Responding to these concerns, the sport sections were encouraged to help CWSA chart its own path by submitting quadrennial plans (QP). The QPs would outline overall goals, relationships with able-bodied sport organizations, competitive events, training and developmental camps, participation development, coaching, official's development and estimated budgets. A number of concerns emerged, however, as event planning from CWSA's perspective, was very difficult to prescribe more than one year in advance. Thus, while the athletic board supported the concept of an annual championship in conjunction with a major able-bodied event, it was not in a position to guarantee funding beyond its current fiscal year. The event, therefore, could only be considered as one of the many and could not receive preliminary approval.

Coaching development for wheelchair sports became another major priority as the National Coaching Certification Program (NCCP) signed a letter of commitment to include disability sport information in their manuals. The responsibility of writing this addendum and delivering the coaching courses was passed on to CWSA sport coordinators. With CWSA's encouragement this responsibility was then further passed on to the CFSOD, as it seemed relevant to all disability groups, and would alleviate volunteer burnout.

Another priority for the newly created athletic board was determining the criteria for eligibility at national and international competitions. Dr. Royer believed that only those athletes who were serious and committed should attend and compete at these games. Historically, however, qualifying standards were relatively low. In Dr. Royer's mind, these lax qualifying standards perpetuated society's belief that wheelchair athletes were more recreational than elite. After considerable discussion, it was agreed that national standards should be held under more strict guidelines. The standard was set at 75% of the existing world record or scores that placed the athlete or team within the top eight of their classification. The decision to accept this recommendation ultimately led the athletic board to produce its own policies and procedures manual.

The athletic board also dealt with a number of sport-specific issues, including changes to make wheelchair sport more consistent with the able-bodied system. Some events were altered to match the able-bodied regulations such as the 60-metre race previously held for quadriplegics, lengthened to the more universally accepted 100-

metres. Other issues discussed by the athletic board included the possibility of standardizing wheelchair design for marathons, creating event management manuals, increasing opportunities for women or quadriplegics and broadening the eligibility criteria for other disability groups. In essence, the athletic board allowed CWSA to focus on the concerns of running a national sport organization while the coaches and athletes could deal with the sport specific issues.

With the increased focus on sport specific development, there seemed to be a corresponding decrease in the interest towards resurrecting programs associated with recreation. In 1980, Doug Mayer, the CWSA recreation director resigned and in 1981, no names were forwarded for as his replacement. The position was subsequently tabled until the following year.

While recreation seemed to be forgotten, there was a growing interest in junior sports, which seemed to address many of the province's concerns about grassroots development. At the 1981 annual general meeting, interested CWSA board members discussed the merits of creating an official junior sports committee. They recognized that there was a need to accommodate a huge range of disabilities, and that their efforts should not be limited to children who fit CWSA's classification system. Instead, the junior sports committee focused its efforts on a more open concept of child-sport development, with particular emphasis on students with disabilities. Eventually, it was suggested that one board member should spearhead CWSA's efforts towards junior sports and Heather Snell was nominated for this position. The first program that Snell administered was the attendance of 19 athletes at the International Children's Games in

England held in conjunction with the International Year of the Disabled festivities in Newcastle.

The growth of the junior sports program and many other initiatives were a strain on CWSA's financial solvency. Mellway, after reviewing the projected budget for the 1981-82 year, noted that revenues would not meet projected costs. A significant deficit was then calculated to be over $60,000.[113] Unfortunately, the only solutions submitted for decreasing the deficit were to raise funds through donations, or access funds from the Olympic Trust for the Disabled (formerly the Sports Fund for the Physically Disabled).

Fundraising was the most logical option and a number of discussions ensued regarding the need for a coordinated approach with the provincial wheelchair sport associations. Several representatives recognized that the control for fundraising would always remain with the provinces, but that coordination through the national office could be an acceptable alternative. It was agreed that overcoming provincial turf protection was simply a matter of ensuring that numerous associations didn't all approach the same corporate sponsor in a disjointed manner. This process, although discussed, never materialized into a specific project or policy.

One reason for this disjointed approach to fundraising was the financial position of provincial members. A number of back charges had, in fact, been left outstanding and CWSA's national office was often placed in the difficult situation of trying to recoup losses from their own members to whom they reported. CWSA executive board members thus started to refrain from their traditional generosity. One example was the executive committee's decision that the Northwest Territories, who had requested a waiver on their membership fees, should instead have their membership privileges suspended. Instead a nominal fee of $50.00 was charged should they wish to receive full board mailings. CWSA also recognized that these general financial concerns would likely not be temporary and so it was decided that the 2nd Vice President be solely responsible for fundraising.[114]

Finally, CWSA continued to negotiate with the federal government for funding. This process proved difficult, however, as Fitness and Amateur Sport was generally in a downward trend. The Ministry recognized, however, that it was very difficult for CWSA to meet a number of criteria for multi-sport organizations and, consequently, they were spared the cuts most national sport organizations received. Also, the government recognized that there had been a specific need for improved access for persons with a disability to services, including sport, recreation, and active living. The 1981 Canada Fitness Survey found that 3.5 million Canadians had some form of disability and that 40% of this group, recognized the importance of physical activity yet only 28% were at least moderately physically active.

CWSA History - 1982

In Dean Mellway's first report, he reflected his high expectations for the coming year.

> I feel very good about our association and the progress we have made during this past year; in particular, the formation of our Athletic Board, which I believe will provide us with the ability to develop each of our major sports to their potential. We were able to come through a very difficult financial year showing a surplus and have been able to present a strong growth budget for the coming year in spite of major cuts in federal funding.[115]

Mellway suggested in this report that the improvements the association made regarding membership services were significant. CWSA negotiated with the federal government to have their top competitors carded at the same level as able-bodied athletes. CWSA also expanded a number of other athlete services through the National Coaching Certification Program (NCCP, Athletic Information Bureau, Sports Medicine Council (SMC), Sport Information Resources Centre (SIRC) and other services at the national sport centre.[116] Finally, Mellway noted that CWSA should be proud of its important role within the greater realm of disability sport. CWSA members had on many occasions been asked by the government to facilitate planning processes, which were designed to provide a clear statement on the direction for all disability sport organizations.[117]

In contrast to Mellway's optimistic appraisal of the previous and coming year, was CWSA's President, who seemed to take a more critical look. The President, Sharon Cook noted the coming issues that the CWSA would have to face in the year ahead and her first report suggested the following:

> Unfortunately the future holds more questions than answers! With escalating costs and budget cuts, are we in fact able to continue at our present role of development? Do we need to spend time with each province in ascertaining provincial versus national responsibilities? Can we continue to sit on the fringe in terms of international competition? Are we able or even capable of involving ourselves in youth development? How successful will our fundraising be? Are we being realistic in our direction and approaches? Should we be considering additional staff? Are we being fair to our volunteers who spend so much time and effort on our behalf? Are we each carrying our load? Do we need to consider some restrictions on events or do we attempt to include more? To what extent do we integrate?[118]

CWSA was fortunate, nevertheless, in that both Cook and Mellway had a mutual admiration and respect for each other's abilities. This relationship was particularly evident from Cook's annual report.

> The relationship between the President and the Executive Director has become one of frank dialogue, brainstorming, consultation, and support which ultimately addresses the needs, expectations and directions of CWSA.[119]

With the hopes of addressing the need for improved communication, *Wheeler's Choice* magazine was revived after a one-year hiatus. The new *Wheeler's Choice* was published for the first time in both French and English and this change was well received. In a letter to the national office, the director of Québec's Provincial Wheelchair Sport Association's noted that many of the Québec members were extremely pleased to read the news without having to ask someone else to translate it for them.[120]

This type of change was indicative of CWSA's attempts to become more member- friendly, especially as it pertained to the other provincial offices. Another example of this direction was how CWSA, with the support from Fitness and Amateur Sport, instituted a program which permitted members of the executive to attend provincial branch meetings.

One national program that received little publicity was the linkage of amateur sport and research. CWSA's executive committee pursued the possibility of creating a research committee to identify priorities and work co-operatively with other Canadian sport researchers. By identify existing research programs and attempting to translate existing research into practical information, benefits could be acquired by the athletes and coaches.[121] Unfortunately, this program never materialized.

Recommendations were also received from an ad-hoc committee to recognize outstanding volunteers. It was hypothesized that public recognition of these volunteers would help encourage their continued support and maintain the traditions that CWSA had already established.

At the executive level Dick Loiselle, was elected as CWSA's 1st Vice President, defeating both Norm Usiskin from Alberta and Lori Crosby from British Columbia.[122]

Crosby would become CWSA's sixth President in 1993 and Usiskin would become President of the Alberta Northern Lights Wheelchair Basketball Society in 1994.

Towards the end of 1982, the CWSA executive committee decided to re-visit their founding principles and plan future strategies. They identified the following values and beliefs that would direct the association's continued growth:

a) CWSA participates in a fixed international system governed by the ISMWGF.
b) CWSA has experienced greater development in certain sports than others, and these must be given greater priority.
c) CWSA has the potential for an international presence in a number of sports, in spite of a limited national development compared to priority sports (i.e. swimming, table tennis, field, women's basketball, archery, shooting, and weight lifting).
d) CWSA is committed to the development of a participation base in every sport with priority given to sports identified by the membership (i.e. volleyball and murderball).
e) CWSA is committed to the development of opportunities for children in wheelchair sports.[123]

Following this strategic planning process, the first priority for the athletic board was to develop its own strategic plan with the first goals being the selection and monitoring of national teams and the development of long-term planning for each sport. Long-term plans would then include smaller strategies for competitions, leadership development, administration, and finance. CWSA recognized the committee's ambition and suggested that these plans focus on a four-year cycle.[124] Don Royer was quick to point out, however, that although ambition was to be rewarded, the plans needed to reflect the current financial and human resource realities.

A number of sports submitted plans reflecting hopes for considerable growth. Most often, however, these sports tended to be those such as wheelchair basketball and track and field (athletics), which were already well established within CWSA's program. After receiving the strategic plans, the athletic board identified its priority list of funded events (1, Gold Cup; 2, Canada Games; 3, National Basketball Championships; 4, Canadian Marathon; 5, Stoke Mandeville Games).[125] Only the Stoke Games included events for wheelchair athletes that participated in sports other than basketball or athletics.

Growth in many of the sports was soon followed by minor setbacks. In wheelchair basketball, the Gold Cup tournament was moved from Vancouver to Halifax because of poor-funding commitments from the British Columbia provincial government. Nevertheless, wheelchair basketball continued to pursue its own autonomy by refusing to participate in the 1983 CFSOD Canadian Games for the Physically Disabled held in Sudbury, Ontario.

Murderball (rugby) was for the first time given funds to help its development, although it was minor when compared to basketball and athletics. With the hopes of becoming more government friendly and thus being able to access even more funds, Ben Harnish, the murderball coordinator presented a motion that the sport should change its name. Some of the proposed options included wheelchair polo, wheelchair hockey and wheelchair handball. The eventual choice was wheelchair rugby. Attempts were also made by other interested members within CWSA to collaborate with the Canadian Association of Disabled Skiers, and a new group of individuals interested in playing sledge hockey.[126]

The athletic board also pursued a number of initiatives, to benefit all wheelchair athletes. The first was spearheaded by a working group of Don Royer, Tim Frick and Cathy Walsh. This group spent a great deal of time working with CFSOD in order to create a series of NCCP programs and addendum's for coaching manuals. A second group of volunteers then dealt with issues of athlete funding through the Sport Canada carding system. This group was successful in its bid and in April 1982 wheelchair athletes became officially eligible for assistance under a new Disabled Sport Athlete Assistance Program. A third sub-group within the athletic board continued to work on policy manuals, while a fourth addressed issues pertaining to the persons with a disability, other than those with a spinal cord injury, being allowed to participate in wheelchair sports.[127]

As a result of the fourth group's effort, a vote at the 1982 July meeting of the ISMWGF council was taken which ultimately allowed within the sport of wheelchair basketball participation by persons with non spinal-cord related injuries. These included lower extremity amputations, bone degeneration, joint fusion and peripheral nerve damage, and other neurological conditions such as cerebral palsy, muscular dystrophy and multiple sclerosis. It was thought that these changes would soon lead to similar changes in other sports.

A fifth and final sub-group within the athletic board, which showed tremendous potential for growth was the junior sports committee. Heather Snell, a CWSA executive member became increasingly more involved with the issue of youth sport and circulated a national survey addressing the needs and concerns of junior level athletes. The results from this survey were presented in a position paper at CWSA's annual general meeting in April. In it, several issues were covered, including an assessment of current service delivery mechanisms, a review of values associated with competition versus participation, and a consensus that a renewed focus on fitness and physical education was necessary. This last point was particularly important to the committee as children with disabilities did not automatically receive physical education instruction and, in fact, very few of them were able to gain access to their school's gymnasiums. What prevented their participation appeared to be the faulty claims of insurance difficulties and untrained teaching staff.[128]

While initiatives such as the junior sports committee were seen as worthy ideas, it was the availability of extra money that determined whether or not the programs would continue. The budget from Fitness and Amateur Sport for 1982-83 was $140,000 and within this budget were several caveats including the stipulation that events for basketball, table tennis and archery were suitable while murderball and the marathon were not. Youth sport meanwhile received a significant amount of funding because of the upcoming International Year of the Youth. This typified the control that the government had over CWSA's strategic plan. Mellway recognized this dependency relationship and suggested to the executive that if the association was to grow under its own vision then it would have to become more self-sufficient. Once again, a major focus of the association was turned towards fundraising.

At a November board meeting, a number of motions were passed with one of these suggesting that a yet to be formed, "fundraising committee move towards identifying an individual whose sole responsibility was fundraising."[129] The motion further noted that…

> …the CWSA investigate alternatives for a revenue sharing campaign between the national association and the provincial branches, that the CWSA distribute information on fundraising alternatives and in particular, fundraising successes and that before a fundraising program is carried out in a province by CWSA that the campaign be approved by that provincial branch.[130]

Following these recommendations, a special session was held at CWSA's annual general meeting. A number of brainstorming sessions produced a plethora of ideas, including concerts, casino nights, linkages to professional entertainment shows and marketing wheelchair athletes along with well-known able-bodied athletes.[131] Discussions also were held at the AGM pertaining to provincial relationships with the national governing body. CWSA considered charging an interest rate for delinquent membership fees from the provinces and a motion was ultimately passed that mandated the executive committee take appropriate action if payment deadlines were not met.[132]

While CWSA continued to focus on fundraising and sport development, there was also an opportunity to help host and participate in the Wheelchair Pan-American Games in Halifax. Dick Loiselle, who had left the CC-SFD to work for the games organizing committee, supervised the games at St. Mary's University. At these games, Canada achieved its best ever standing in international competition. Over 500 athletes from eight countries would compete, including the United States, the Bahamas, Columbia, Ecuador, Guatemala, Jamaica and Uruguay.[133]

While the Canadian athletes were excelling at the international level, political pressures from the Canadian government and American based National Wheelchair Basketball Associations (NWBA) continually threatened the association because of its continued attendance at the Stoke games. The federal government refused funding for a Canadian team to attend the Stoke Mandeville Games, as long as a team from South Africa was participating. The American-based NWBA, meanwhile, was boycotting the Games because of a classification debate with the ISMWGF. Several Canadian club teams participated in the NWBA, but CWSA still had a strong and traditional allegiance to the ISMWGF. Mellway reflecting on this dilemma noted that...

> ...we are currently experiencing a downpour in the form of political pressure. On one hand our federal government is telling us not to go to Stoke if South Africa is competing, on the other hand the NWBA is asking its members not to compete in Stoke unless the classification system is amended. I yearn for the simple life when all you had to concern yourself with is preparing the best team possible[134]

CWSA's executive recognized the long-term ramifications that this decision could have on the association. While the Stoke Mandeville Federation would retain its own identity, a decision regarding basketball could represent a milestone in the history of disability sport. Before long, other international technical committees might also want to take the same route. This pattern could then trigger a proliferation of world championships in different sports and CWSA would have to be extremely diligent in deciding which to support and promote. The CWSA executive ultimately relented to the political pressure and decided not to attend the Stoke Mandeville Games.

While a number of fund-raising opportunities were pursued, financially, the federal government still continued to provide the majority of funds. Contributions from the government totaled $715,000, with $275,000 coming from Fitness Canada and $440,000 from Sport Canada. As noted earlier, a federal / provincial review of support for disability sport was completed with criteria for Sport Canada's Athlete Assistance Program being adjusted to include athletes with a disability. As a result, thirteen wheelchair athletes were carded during the 1982-83 competitive season. Finally, Fitness and Amateur Sport provided over $200,000 to assist with programs associated with the upcoming International Year of the Disabled.

CWSA History - 1983

In 1983, CWSA addressed its membership needs by hosting a provincial planning and development workshop. This session was one of the most important efforts by CWSA in becoming a more member-friendly association.[135] CWSA also tried to improve national-provincial relationships by having, either Dean Mellway, Sharon Cook or Don Royer, meet with each provincial CWSA provincial President and government representatives. Finally, a standardized questionnaire was developed, which requested a more accurate picture of each province's membership and programs.

Based, in part, on the responses from these provincial meetings and surveys, CWSA, once again, looked at the possibility of re-structuring its strategic apex. Dick Loiselle, the Vice President, presented a proposed structure that was similar to the model established after the provincial development meetings held in June 1982. The executive committee, according to this proposal, would consist of a President and three Vice Presidents, each one being in charge of one area: technical, financial or administrative. The board of directors would then become a combination of the executive committee and the provincial Presidents.

CWSA's staff changed with the resignation of Ellen McDonnell who was leaving to attend medical school at the University of Western Ontario.[136] To complete the Max Bell grant, used to fund her position, Christine Bowlby was hired as communications director. Martha Wurtele was then hired as a secretary to help offset the decision of Shirley Willems to work part-time.[137]

From a public recognition standpoint, 1982 was a banner year. As an organization, CWSA received the Canadian Sport Leadership Award for achievement in administration and technical development, and competitive results.[138] Rick Hansen received the Lou Marsh Special Achievement Award of Merit for winning nine gold medals at the Pan American (Pan Am) Games held in Halifax.[139] Hansen, however, was disappointed receiving a "special" award and CWSA executive members agreed to support his concerns and express their reluctance in receiving it.

While public and government recognition for wheelchair sport was improving, the financial situation for CWSA was unchanged. Fundraising continued to be the association's major issue and Sharon Cook, in her annual report, noted that, "at the heart of every problem within this association was money, and until CWSA could put a fundraising program together, it would continue to control the development and hamper the attendance at competitions."[140] Short-term changes within the financial portfolio included the decision to inform provinces who were in arrears of their 1982-82 membership fees that they would have to make their own travel arrangements to the annual general meeting in Winnipeg. A motion presented at the board meeting in April was also passed, which stipulated that provincial associations would receive a 10% rebate if their membership fees were paid on time.[141] It was hoped that these two changes would decrease the number of outstanding debts to CWSA from their provincial affiliates.

Mellway agreed, in principle, with many of these decisions, but noted that they were merely "band-aids" and not long-term solutions. He recognized, however, that traditional fundraising would not be easy, as the corporate community was becoming more selective in its donation policies. With the rapid growth of all disability sport associations there also was a proliferation of competition, and therefore, new innovative vehicles for fundraising were needed. Hiring professional fundraisers became an attractive option.

After a thorough search conducted by CWSA's executive, the Martin Group signed a contract as CWSA's first professional, third-party fundraising consultant. The Martin Group proposal was coined *A $1 Million Campaign to Achieve Sports Excellence* and its goal of this campaign was to raise one million dollars over a five-year period from internal and external supporters. The first step in this campaign was to ask executive committee members to present an exemplary gift to the association. The reason for this was outlined in a memo from the Martin Group that suggested "no volunteer should embark upon canvassing assignments until he or she has made an adequate gift of his/her own and was fully informed and conversant with all pertinent aspects of the CWSA and the campaign."[142] After asking for these exemplary gifts, fifty national corporations were identified as potential sponsors. A direct mail campaign was then proposed to employee groups, labour organizations, clubs and foundations.

While the executive committee concerned itself with CWSA's financial situation, the athletic board prepared for the 1984 Paralympic Games. These games were scheduled at the University of Illinois in Champaign-Urbana (although Stoke Mandeville in England ultimately hosted them). Canada's team was not able to prepare for these games by competing in any international events, as for the second year in a row Canada was not allowed to send a team to the Stoke Mandeville Games because of South Africa's participation.

Internally, CWSA's athletic board and executive committee made a conscious decision to move towards a multi-disability format for team development and continue to pursue a close working relationship with CFSOD. International wheelchair specific events were, therefore, not seen as a priority. Lack of funding was another reason why international events were avoided and this had an impact on the national games themselves.

Although there were a number of problems regarding classification and technical matters pertaining to the CFSOD national games in Sudbury, a motion was passed at the CFSOD annual general meeting expressing a willingness by all disability sport associations (including CWSA) to opt into a two year cycle of multi-disability games.[143] These Games would be based on the present CFSOD membership beginning in 1984. CWSA, subsequently, agreed to develop a comprehensive game manual to ensure a better contractual agreement with host cities.

As the relationship with CFSOD improved, so too did the number of shared responsibilities. CFSOD somewhat through default, was given the mandate for representing CWSA in terms of recreation. When the position of recreation director arose in discussion at CWSA's annual general meeting, it was noted that CFSOD agreed to fulfil that role in terms of liaison with recreation oriented organizations. Two of these organizations included the Canadian Parks and Recreation Association (CPRA) and the Canadian Association of Health, Physical Education, Recreation and Dance (CAHPERD). A motion was subsequently passed at the CWSA's AGM that the position of recreation director remains vacant for the current term.[135]

The responsibilities of the athletic board grew, and with it followed an increase in bureaucracy and administrative complications. In order to streamline the structure, a number of changes were introduced. The new structure retained the position of athletic director (AD) but added three assistant AD's with two responsible for five sports each. The third AD would be accountable for new sports, junior sports, medical issues, rules, policies and procedures. The technical / research staff assistant, Christine Bowlby, under this new structure retained the same responsibilities.

Regardless of having a new structure, the athletic board continued to address many of the same issues including the certification of officials, coaches and classifiers. New initiatives included the publication of sport specific brochures and the creation of an athlete information bureau complete with slides, computerized data bank, and photo library. Event specific concerns were addressed and included the deletion of slalom and the possibility of having a wheelchair demonstration event at the 1985 Canada Summer Games.

The athletic board recognized the poor recruitment practices of new athletes as a major concern. To address this concern, several proposals were submitted to meet with federal and provincial education Ministers. CWSA believed that although children with a disability were being mainstreamed into the public school system, they were not being physically active participants on the playing fields or in the gymnasiums. The athletic board thus proposed a co-operative project with educational professionals to develop a module that would encourage the participation of these children in physical education classes.[144] This idea was tabled in 1982, but would re-surface ten years later as part of the Moving to Inclusion / Physical Activity For All initiative (MTI/PAFA) led by the Active Living Alliance for Canadians with a Disability. One reason why this proposal was not accepted in 1982 was that most sports wanted to retain their own autonomy for junior development and it was suggested that the best way for the youth sports committee to help CWSA was have a youth sports coordinator within each sport section.

To assist with these potentially growing junior sports responsibilities, the CWSA executive committee developed a number of government proposals, which they hoped would lead to the hiring of a junior sport coordinator. This person would be responsible for helping organize a major sports festival for children with disabilities in 1985, to coincide with the international Year of the Youth. CFSOD also made a similar proposal for a formal youth-sport development program in conjunction with CAHPERD and CPRA but both proposals were rejected by the federal government.[145]

CWSA was able to secure sponsorship from Air Canada for a junior sport cross-country tour. The tour concluded with the recognition that there was a need for better inter-organization communication, that there was an over-reliance on volunteers, and there was a proliferation of programs, with neither a clear mandate nor trained leadership to carry them out. The most significant conclusion, however, was that there was a strong foundation of excited and committed volunteers, willing to help create a stronger base for youth-centred wheelchair sport programs.[146]

A second new committee within CWSA tried to promote research. The first meeting of the research committee was held in December 1982, and was mandated to investigate ways to design a working framework, which could be ratified by the board of directors. The second meeting was held in Edmonton in May 1983, which included the original task force of Don Royer, Tim Frick, Cathy Walsh and Ellen McDonnell. The purpose of this meeting was to brainstorm future directions, review nominations and formulate future strategies. Nominations were requested through the *Wheeler's Choice* magazine but unfortunately no names were forthcoming. The meeting was adjourned with recommendations to table the concept until the following year.[147]

CWSA History – 1984

In her first report of the year, Sharon Cook noted the following:

> The year 1983-84 had once again been a year of dramatic change and growth potential for CWSA. At the same time it had been a year of ups and downs, disappointment, confusion, hard work, support, and tremendous athletic success. 1983 began with many questions; Gold Cup, where, when, Halifax and Fitness and Amateur Sport bailed us out; the National Basketball Championships, Don Royer and the volunteers of Québec bailed us out; financial distress, John Martin and Associates are bailing us out, and it goes on.[148]

1984 was a year dominated by two main events: the Paralympic Games and the initiation of CWSA's first major fundraising campaign. Fundraising, however, was the highest priority for CWSA's executive committee. John Martin, hired to spearhead CWSA's fundraising campaign, first met with the executive committee in November 1983, and this was where he first discussed his proposal to raise $1 million over five years. The first step in this plan was to reach out to the current CWSA membership for contributions. Donations were sought from the membership though written requests in the *Wheeler's Choice* magazine, but this process produced minimal return.[149] In the summer of 1984, John Martin met with Jake Warren who represented the Bank of Montréal, and spoke to him regarding a potential corporate mailing program. This program did not materialize. Other proposals would eventually include the solicitation of Japanese companies to support Canadian athletes attending the Oita (Japan) marathon. Letters were sent to past donors and also to donors based on lists borrowed from the Canadian Paraplegic Association (CPA) and the Ontario March of Dimes (OMOD). Finally, letters requesting support were distributed to doctors through their own medical associations. In addition to these various letters was the development of public service announcements using footage from the Los Angeles Olympic Games demonstration events where Andre Viger, Rick Hansen and Mel Fitzgerald represented Canada in a 1500-meter track event.

After its first year, John Martin's fundraising program was running a deficit of over $16,000.00. Given that the John Martin Group was in what they called the building phase, the board accepted its relatively poor financial position. It was anticipated, however, that the fall corporate mailing would bring CWSA to a break-even situation. Martin approached a number of major hotel chains asking them to donate room and board for athletes attending national events but none committed. He then negotiated with Carling O'Keefe breweries to sponsor a wheelchair marathon and was in contact with CBC, regarding Rick Hansen's proposed world tour. None of these proposals were completed.

Martin rationalized his lack of success with these ventures on several variables. These included direct competition with the Olympic Trust for Athletes with a Disability, a general lack of awareness of CWSA and wheelchair athletes, and public confusion with other groups including the Canadian Paraplegic Association (CPA) and Special Olympics. Martin indicated that it was far more difficult selling CWSA and wheelchair sport than he originally anticipated. He stated that a major awareness campaign was needed to educate the public and he subsequently introduced both a poster and three radio announcements. Tape kits were sent to each provincial association for approval, with Martin stressing the importance of personal follow-ups with each station to ensure maximum usage.

One of the reasons for this focus on fundraising was the potential for declining government support. Otto Jelinek, the new Minister of State for Fitness and Amateur Sport announced that all NSOs would be required in 1988 to secure at least one half of their funding from non-government sources. After, trying to prepare for this possible financial dilemma, CWSA's second primary concern in 1984 was preparing the Canadian wheelchair team for the Summer Paralympic Games in Illinois.

Originally, the Paralympics were divided into two sections, the wheelchair events being held at the University of Illinois and the other disability groups participating in New York City. At the last minute, however, the Illinois organizing committee announced that they were unable to host the Games. Canada offered to step in and host the wheelchair section but it was decided that Stoke officials would be better able to mobilize quickly. As a result of the drastic difference in travelling distance from Illinois to England, and the subsequent increased cost, the Canadian team was forced to reduce its size. Some teams and specific athletes were therefore told only a month before the games that they would not be competing. This scenario created a number of problems, which caused a great deal of controversy and hard feelings amongst athletes, administrators, and sport sections. Nevertheless, the Canadian team finished in second place with 35 medals which was a significant accomplishment when compared to 1980, in Arnhem, where Canada won only nine.

Other changes occurring within CWSA included the continued development of the junior sports committee. The first significant development within this group was the hiring of Claire Bournival for the position of junior sports coordinator. Previously, CWSA's proposal for funding this position was unsuccessful, but in 1984, monies were found in a professional development program focusing on junior development.

One of Bournival's first initiatives was to complete a long-term strategic plan. The Canadian Association of Health, Physical Education, Recreation and Dance (CAHPERD) was approached to assist in this process by conducting a survey of physical educators (Dr. Jane Watkinson was head of the Adapted Committee for CAHPERD at that time). A position paper based on this survey was then published which focused on the International Year of the Youth. Bournival also helped publish three issues of *Junior Wheeler*, a newsletter especially designed for junior level athletes. Junior athletes competed in a number of major events, including the United States Junior Nationals in Wilmington, Delaware and a demonstration event at the Canadian Junior Track and Field Nationals held in Edmonton. Finally, links were forged with the National Physical Activity Week festivities and other programs celebrating the International Year of the Youth.[150]

At the board level, Gary McPherson resigned after almost 15 years of service. Stan Strong, another long-standing volunteer also resigned after voicing his concern that his services no longer seemed warranted.

> I have the feeling that the rules chairman position will be eliminated from the executive in the near future, as much of the work of the rules chairman was previously involved in, is to be done by persons already designated for 1984 from other areas of CWSA's overall structure.[151]

The executive committee recognized that key volunteers within their association were slowly becoming disenfranchised and thus a new focus on volunteer development was needed. A Skills Program for volunteer management was subsequently presented at the AGM and a second change to address this concern included voting procedures for the

Vice President positions being altered so that only a portion of the total number of positions would be contested each year. This change would eliminate the possibility that the entire board could be newly elected in one year.

CWSA's office staff grew, with the additions of Claire Bournival as the junior sports coordinator, and Karen Mackarous, courtesy of the internship program for women. Mackarous was responsible for producing the *Wheeler's Choice* magazine and various NCCP attachments. Jackie Comtois was hired as a full-time secretary to replace the departed Shirley Willems- Joseph. Fitness and Amateur Sport, however, still denied CWSA's request for a full-time technical director. CWSA considered changing its name to Wheelchair Sports Canada because of ongoing confusion with the Canadian Water Skiing Association, also known by the acronym of CWSA. The title Canadian Wheelchair Sports Association, however, retained the majority of the board's vote and CWSA remained the official name.[152]

Within the athletic board, a number of changes were made many of which moved the association further towards an elite-athlete focus. Monthly training cards were created and athletes were strongly encouraged to specialize in one sport. National coaches were named for every sport and the possibility of officially endorsing regional sport centres was considered. Sport sections were asked to pursue integration with the able-bodied sport systems with the ideal being a closer working relationship with the able-bodied sport organizations. An example was when archery and shooting were deleted from the CFSOD national games program in Sault Ste. Marie so that they could hold their national championships at an integrated meet.

Changes also occurred within the classification system. In response to these changes, Dr. Riding, the chairperson of the classification committee, used an Air Canada pass, to tour the country conducting clinics and, teaching classifiers the new model. During these clinics, Dr. Riding was able to discuss ideas such as staggered starts, computer formulas and seeding and he was also able to solicit support for a new CFSOD endorsed research committee, which would effectively replace the now defunct CWSA research committee.

In 1984, CWSA received two major awards. Dr. Jackson, who was the current President of ISMWSF and CWSA's first President, was named Air Canada Executive of the Year, in Amateur Sports.[153] Rick Hansen, meanwhile, was awarded along with Wayne Gretzky, the Lou Marsh Canadian Male Athlete of the Year; a significant difference from the special award Hansen received one year earlier.

CWSA History - 1985

The focus for CWSA in 1985 was Rick Hansen's world tour. Hansen was a CWSA track athlete, wheelchair marathoner, and wheelchair basketball player, who embarked on a historic and unprecedented tour. This tour would eventually travel 24,900 miles through 34 countries. Its goal was to increase the world's awareness of the potential of persons with a disability, and to raise funds for spinal cord research, rehabilitation and wheelchair sport. The impact that this one individual had on the public's awareness and education of people with a disability was immeasurable.

While the public and many of CWSA's volunteers focused on Hansen's odyssey, CWSA's executive committee became inwardly focussed on several internal issues.

Typical after most major games, the association went through a lull of volunteer motivation. This lull was particularly evident during the fundraising failures of the John Martin Group, which resulted in its dismissal and a significant financial loss.

The annual financial report presented by Pegi Hayes, CWSA's 2nd Vice President noted that, although the year had been a busy one, it had not in her view been a successful one.[154] The extremely poor response to John Martin's initial fund-raising mail-out campaign indicated to her that an assessment and analysis of the fund-raising strategies were required immediately. Hayes met with John Martin in Winnipeg along with Sydney Sheps, a Manitoba Wheelchair Sports Association (MWSA) director who was also a successful fundraiser. In July, Sheps and Hayes flew to Toronto, at their own expense, to meet with John Martin and Dean Mellway for a brainstorming session. This group developed a plan addressing the problems associated with the first mail-out campaign. The resulting action plan included the following goals and objectives:

a) Obtain a corporate signature and organize a committee to direct the campaign.
b) Produce quality public service announcement's (PSA) for radio and television to enhance the wheelchair athlete's public image.
c) Organize a series of seminars on grantsmanship and public relations to assist the provinces in their own fundraising and to promote cooperation with the national campaign.
d) Plan for another special campaign for the Oita marathon.
e) Capitalize on the 1984 Los Angeles Olympic Games demonstration track event that included three Canadian participants.[155]

In August, Hayes requested a progress report from Martin. She was informed, however, that Sharon Cook fired him after an argument in the Toronto airport. This dismissal was a major setback for CWSA's fundraising efforts and according to Hayes, CWSA never fully recovered. The timing of this dismissal specifically interfered with the Oita marathon sponsorship proposal, since the original plan was to seek out support from

Japanese companies based in Canada that fall. At the end of October, the misunderstandings between Cook and Martin were resolved and Martin revived the fundraising campaign. The September mail-out was completed in March 1985, but the response was very poor. This result was attributed to poor timing and the fact that the CWSA public service announcements did not coincide with the mail-out.

In March 1985, Cook noted that the latest campaign, a corporate letter with Dr. Robert W. Jackson's signature, was only beginning to receive a response and that even an optimistic return would allow CWSA to break even.[156] Thus, in view of CWSA's current financial difficulties, the executive committee agreed that the relationship between CWSA and John Martin should be severed[157] In a follow-up letter from Cook and Mellway to Martin on April 25th, it was noted that...

> ...since beginning our relationship on August 15th 1983 our costs, specifically related to the campaign have exceeded revenue by approximately $52,781.00. In view of this, we feel that our relationship should be discontinued by mutual consent. Of course we will meet our financial obligations to you as soon as possible.[158]

The CWSA executive recognized, however, that in spite of these repeated failures, there was still a significant need for fundraising. Hayes's believed that CWSA needed to create a unique project or to work in collaboration with another organization in order to establish a high profile event. In 1986, the fundraising something would be Rick Hansen, but in 1985 Hansen was still somewhere in the middle of China.

Several fundraising possibilities included a wheelchair track event at a Canadian Football League (CFL) game or a nation-wide wheel-a-thon. It was sponsorship proposals, however, that seemed to generate the most interest from the board members. These were pursued with limited success, as CWSA was only able to secure a financial commitment from Everest and Jennings (E & J) for its national basketball team, and Hewlett-Packard, for a loan of $5000.00 worth of computer equipment.[159]

The concept of a wheel-a-thon was subsequently pursued with 50% of the net profits going to the province, 10% to CWSA and 40% to Great West Entertainment (GWE). GWE was responsible for the telemarketing campaign and securing event sponsors. CWSA would be responsible for the promotional and administrative package for each province and facilitate the GWE agreement. The actual running of the wheel-a-thon, in conjunction with a picnic or barbecue, would then be a joint responsibility between the provincial and national offices with ancillary expenses being shared. The provincial associations were asked to notify Hayes by November 18th as to their interest in this proposal but none were received.[160] The wheel-a-thon was subsequently cancelled because of what was perceived by CWSA executive members as provincial associations safeguarding their own fundraising territories.[161]

The ongoing failures in fundraising suggested to the CWSA executive members that there was more work needed in this area than one person could handle. Maureen Orchard and Joanne Veltri were thus asked to join CWSA's organizational structure, and help Pegi Hayes form CWSA's first working finance and marketing committee.

While the majority of the other executive member's time and energy were preoccupied with financial issues, the athletic board continued to progress steadily in sport specific development. Dr. Royer reported that it was time to examine closely the sports that CWSA oversaw and to establish a priority list for funding allocation. Royer also suggested that some sports should be deleted from the competition program, and limit the introduction of new ones. Weightlifting and volleyball were subsequently dropped from CWSA's program while tennis was added. It was then decided that for a new sport to be added, a request would have to be submitted by a minimum of four provinces.[162]

The need to limit the number of sports supported by CWSA resulted from a low turnout and interest shown at the 1985 National Games held in Sault Ste. Marie, Ontario. The turnout at these games by wheelchair athletes was the lowest since 1976. The athletic board recognized, however, that the poor turnout was a result of various issues, including the creation of separate national games, an increased cost of travel and a personal decision by some athletes to retire after the 1984 Paralympic Games.[163]

While dealing with these various issues, the athletic board continued to evolve. In Winnipeg, it named as their director Dr. Royer, medical coordinator Dr. Riding, and three sport coordinators, team, junior and individual. Job descriptions were designed for each national coordinator and coach. Christine Bowlby, who completed her Max Bell Grant, was then promoted to the position of full-time sport technical coordinator. Gary McPherson would report that this appointment was one of the most important changes for CWSA, as previous they had been unable to accomplish a number of technical tasks because of the overload on the present volunteer members.[164]

Junior sports became more bureaucratic, as Claire Bournival was appointed junior sport coordinator on the CWSA athletic board. The first junior sports committee meeting was held in Toronto where a decision was made to create several booklets that would be produced and distributed in conjunction with other International Year of the Youth.[165] Later that summer, the committee hosted the national junior sportsfest and symposium at Toronto's Variety Village. After getting the committee up and running, Heather Snell decided to step down from her position as chairperson. A replacement was not initially made, but Frank McIntyre from Prince Edward Island volunteered to act as an interim and host the junior sports committee meetings in Charlottetown, PEI.[166]

The final area of growth in CWSA's athletic board was the classification committee. Although Dr. Riding resigned from his position on the athletic board, he left the association with a national registration of classifiers. Dr. Riding's decision to resign was based on his concern of an unnecessarily and inappropriately strong medical focus within the association. He felt, instead, that for more fruitful long-term developments, that sport sections themselves should be sport focused. Dr. Riding also recommended that CWSA should continue moving towards a functional classification system and should continue to encourage the participation of those with disabilities other than just those with the more traditional spinal cord injuries.[167]

Other changes also occurred within the association beyond the athletic board. The most significant of these was a change in the association's leadership. At the annual general meeting in May, three nominations were presented for the position of President: Gary McPherson, Sharon Cook and Dick Loiselle. McPherson would win the election and would, subsequently become the longest standing President of CWSA's history. Loiselle, Cook and Debbie Steadward were nominated for the position of executive Vice President with Loiselle, being elected by acclimation, as both Cook and Steadward declined the nomination.[168]

In Cook's final Presidential report she noted that in the past four years, CWSA met with more successes than at any other time in its history. "The accumulative icing on the cake had been the finest Canadian team at a World Competition. Never before had the association reached so high and attained so much." CWSA's success, she concluded, was due to a new breed of athlete who had matured in training and desire. Cook was also quick to note that it had not been a perfect four years as problems regarding finances continued to plague the association and the decision to hire John Martin was a poor one.[169]

Cook recognized that the year after the Paralympics was typically a difficult one and for many sport associations, administrative changes seemed necessary.

> Much of the leadership changes during this time occur because of letdown feelings, and thus many executive members leave. I however have no such intention, win or lose my commitment to the continued development of sport for the disabled is strong. If your executive has failed, you have failed; if your executive has met with success its because of your commitment and willingness to work together.[170]

Gary McPherson's first job as President was to re-organize and pacify a disgruntled board. The 2nd Vice President, Diane Pidsklany-Hrychuk commented that she was, "not the least bit proud to write yet another nil report, but that was the capacity and responsibility she was mandated." She also noted that the position as 2nd Vice President was a very frustrating one and that she must have been found incompetent to be delegated work. Personally it frightened and worried her to realize that all the power of the association would be in the hands of a few people. Finally, she suggested that CWSA should encourage more persons with a disability to sit at CWSA's head table.[171]

Stan Stronge, one of CWSA's founding fathers, had resigned in 1984 as rules chairman due to a decline in his duties. It was obvious to Strong that his role as rules director did not entail much, owing to the fact that his direct duties were either being completed by the CWSA office, or other designates from the east. Finally, in a report submitted by Lori Simpson-Crosby, the provincial representative from British Columbia, she commented that "CWSA-BC was very concerned about the lack of communication between the provincial and national wheelchair sport associations."[172] Dick Loiselle in CWSA's defense, replied that many times the provincial branches input would not be forthcoming until long after the fact, and frequently, it was in the form of dissatisfaction with the decision.[173]

In response to these concerns, McPherson at an executive committee meeting in August presented several motions. The first was that executive committee meetings should be held throughout the country. The second was executive members, in newly purchased CWSA blazers, should be encouraged to attend provincial AGMs. Both motions were designed to appease provincial concerns over authoritarian practices. *Wheeler's Choice* was also re-instituted on a quarterly basis, with smaller *Rollcall* newsletters published and circulated during the intervening months.[174] The board believed that this system would allow for more frequent communication with the membership while also being more fiscally responsible.

Job descriptions for the Vice President positions were reviewed along with a brainstorming session on how to better utilize the services of board members. Both initiatives were undertaken with the hopes that concerns, such as those expressed by Pidskalany and Strong, could be pacified. The possibility of creating an athlete advisory committee was also discussed and Diane Earl brought this idea forward. Earl had already pursued this issue by writing a letter to Ken Read, the Olympic downhill skiing champion and past chairperson of the able-bodied athlete advisory council.[175]

CWSA's influence at the international level was also evident in 1985. CWSA, having been thwarted from attending the Stoke Mandeville Games for several years because of South Africa's participation, decided to prepare a motion for the ISMWSF board that South Africa have their membership revoked. Ultimately this motion was supported and Canada, once again, traveled to Stoke for the annual world championships. These games, while recognized as the world championships, seemed to lose some of their luster. This occurred as a result of the growing International Coordinating Committee (ICC) (for Disability Sport) and the International Disability Sport Federations offering other high profile competitive opportunities.[176]

The final significant factor influencing CWSA in 1985 was the growing strength and mandate of CFSOD. CFSOD's role continued to grow and in some cases assumed CWSA's traditional responsibilities. CFSOD was mandated by the federal government to represent Canada internationally through the marketing and hosting of national games, fund-raising, inclusion at events such as the 1988 Winter Olympic Games in Calgary, and relationship development with large multi-sport able-bodied associations such as the Canadian Olympic Association (COA). CFSOD was also mandated with the responsibility of addressing philosophical issues such as, defining a Canadian position regarding classification.[177] These changes in authority and responsibility were felt on the provincial level where several organizations that mimicked CFSOD were created in British Columbia, Ontario, Manitoba, and Saskatchewan. Although CFSOD helped CWSA by taking care of these varied responsibilities, it hindered them by cutting into its volunteer talent pool. Many CWSA executive members served dual roles and often, the more glamorous international responsibilities with CFSOD took precedence.

CWSA History - 1986

In 1986, CWSA rebounded from a significant deficit to relative financial stability. This change resulted after CWSA developed substantial sponsorship support from a number of small companies. CWSA, with a secured financial backing, then began to prepare for a large number of competitive opportunities. In addition to the heavy emphasis on elite development, CWSA also enhanced the junior sport portfolio through a planning session in February and the production of a series of junior sport booklets. The most exciting development in 1986, however, was the progress of Rick Hansen's world tour. Hansen was half way through his tour to wheel the circumference of the world and there was no question that Hansen's efforts were a significant public awareness event in the history of wheelchair sport.[178]

At CWSA's annual general meeting in Halifax, Bob Coakley submitted his letter of resignation for health reasons from his V.P. of communications position and Donna Oates won a tight battle over Pegi Hayes for the position of V.P. of administration.[179] Both Dick Loiselle and Maureen Orchard maintained their executive positions by acclimation. In both Loiselle's and McPherson's annual reports they referred to the CWSA staff as the best in Canada. In McPherson's presidential report caution was noted.

> We still have some work to do on improving the communication. It is my opinion that, generally speaking, the provincial branches are understaffed and there is still a need for CWSA to work with the branches who do not have staff to find funding and possible government support.[180]

As noted earlier, CWSA was financially solid and in spite of the most ambitious budget in history, it was able to end membership assessments. These assessments would be replaced by a straight $300.00 membership fee. This change was fully supported by the provincial offices and it was hoped that it would assist them in meeting their financial commitments to national level athletes. National championship travel was also assessed differently as provinces would be charged a flat fee of $150.00 per participant. This fee would cover travel expenses, while all other costs would be billed from the host organizing committee in the form of a registration fee. International costs were then adjusted so that the provincial offices were assessed directly for two thirds of the total costs.[181]

CWSA was able to make these generous concessions because of a number of successful fund-raising initiatives. Everest and Jennings' sponsored the Canadian wheelchair basketball team for approximately $75,000 and also supported a number of local clinics designed for grass-roots development in wheelchair tennis. The Ada MacKenzie Memorial Foundation (AMMF) continued to support student athletes through their scholarship program and Imperial Oil agreed to sponsor a portion of the CWSA swimming program. Imperial Oil also announced that a special achievement award would be presented to CWSA at the Sports Federation of Canada's Annual Awards Banquet.[182]

CWSA continued to experiment with a variety of other fund-raising programs. A project titled "Rick's Run and Roll" was marketed as a fun run/roll on Rick Hansen's birthday. Scratch-a- patch-cards were promoted and coupon books were also considered. Finally, the wheel-a-thon idea was reconsidered although most provinces were still not willing to collaborate. In many cases, provincial associations were only willing to share the proceeds if CWSA agreed to forgo the national team-member assessment fee. A number of other provinces commented that the wheel-a-thon would likely conflict with their own telemarketing campaigns, and therefore, they were not anxious to cut into their own lucrative markets. The final conflict that hindered the wheel-a-thon idea was that in most major centres, a number of non-profit associations had already booked phone solicitation rights for up to two or three years in advance.

Recognizing this resistance, the wheel-a-thon idea was tabled and Dean Mellway pursued two separate fund-raising proposals with Great West Entertainment (GWE) in Montréal and Toronto. CWSA also begun to negotiate the percentage of revenue that would be forthcoming from Rick Hansen's world tour. Gary McPherson suggested that the original understanding allocated 30% of the legacy fund interest directly to CWSA. This was later confirmed in writing to Marion Lay, a Man in Motion Foundation director, with the further understanding that half of this 30% would be directed to CWSA's provincial branches.

The athletic board was busy with teams attending world championships in Goteburg, Sweden; demonstration events at the Canada Games at St. John, New Brunswick, and several athletes participating in national research studies.[183] The Canadian Track and Field Association (CFTA) also invited wheelchair athletes to participate in the CFTA Challenge Series.

Wheelchair basketball continued its tremendous growth with the creation of a club team championship for a newly formed Canadian Wheelchair Basketball League (CWBL). CWSA however, still sponsored and oversaw the Canadian Wheelchair Basketball Association Championships, with provincial teams instead of the club team format in the CWBL.

The athletic board also was very busy producing generic manuals and standardized forms for hosting, official's development, carding, protests, team selection, classification, records, rules and coaching certification. With this prosperity came growth, and the inclusion of new sports was discussed. Some of the possibilities included sledge hockey, ice picking and racquetball. Finally, the athletic board re-evaluated the need and purpose for hosting multi-disability national games. The 1986 CFSOD national games would eventually be awarded to Brantford and through a sponsorship agreement, they would become known as the Foresters Games.

One of the most active components of the athletic board was the junior sport committee. Within this group were several small committees that were created to address issues such as resource development, membership, organization, program development, public relations, recruitment and the distribution and promotion of manuals. The junior sport committee recommended open categories for national games and the creation of a shadow team for the Pan American Games.

As a result of the various junior sport meetings was a detailed development plan with ten primary goals. They included:

a) To increase the financial resources available to junior sport.
b) To improve quality, availability and quantity of resource materials.
c) To establish a method of information sharing regarding equipment.
d) To lobby for adequate training facilities in each region.
e) To develop a computerized information-bank on all juniors in Canada.
f) To create a junior sport brochure to be used in conjunction with the Junior Sports video.
g) To increase program opportunities at the provincial level.
h) To improve the efficiency of the volunteers in junior sport committee.
i) To improve the relationship with the other related agencies and maintain rapport with government.
j) To promote junior sport in conjunction with Rick Hansen's world tour.[184]

For the first year of this plan, the junior sport committee focused on sport specific initiatives such as swim camps and a series of regional multi-sport camps in Edmonton, Winnipeg, and Fredericton. Finally the junior sport committee prepared to send a team to the Junior Wheelchair Games in Nottingham, England.

CWSA History - 1987

CWSA's financial strength in 1986 encouraged it to support participation in a number of programs. The financial realities of 1987, particularly during the 1st few months of the year, however, were very different than 1986. Athletes, coaches and administrators characterized the first half of the year as trying to find the necessary resources, both human and financial, to maintain existing programs and opportunities. Many of the sponsors from 1986 did not initially renew their commitments and funding. In addition, the lack of quality competitive opportunities, similar to those enjoyed by able-bodied sport, no sophisticated system to recruit, train and select athletes for competition, thus limited CWSA's abilities to fulfill their mandate.[185]

Administratively, volunteers were operating most provincial wheelchair sport offices. Competitive opportunities, therefore, were dependent upon the interests of those already involved, while strategic planning and athlete recruitment efforts were linked more to personality than they were to strategy. Nationally, formal coaching systems and materials were embryonic, and despite the national office's repertoire of ten sports, only basketball and athletics had significant participation. Integration / inclusion, was, with the exception of only a few select cases, still just a concept. All of these realities changed, however, when Rick Hansen returned from his world tour that summer.

Hansen's world tour generated a tremendous amount of energy, publicity and, most notably, money. In Canada alone, Rick Hansen generated over 20 million dollars, which were used to create the Man in Motion Foundation (MIMF). This foundation would ultimately distribute the interest of this lump sum with 1/3 (or approximately $300.000) being allocated to wheelchair sport on an annual basis.[186]

> MIMF's financial support allowed CWSA to facilitate the promotion of excellence and developing opportunities for Canadians in wheelchair sport. From determining a vision right through to the greater diversity and opportunities within each sport and province, MIMF played a critical role in elevating CWSA out of a subsistence mind set, into one of managing its own future. This financial assistance catalyzed a fundamental shift in CWSA's attitude, from a hand to mouth cycle, to putting it in the position of being able to focus on attaining its vision.[187]

CWSA's credibility was also elevated, in the eyes of the federal government, the amateur sport system, the general public and the corporate world. For perspective, one only needed to look at the other physical disability sport groups to understand how fortunate CWSA really was. While CWSA was able to grow and expand, the other disability sport groups continued to maintain a status quo and struggle financially year after year.

After Rick Hansen's return to Canada, a memorandum of understanding (MOU) was signed between Hansen, on behalf of the Man in Motion (MIMF) Foundation, and CWSA. This MOU guaranteed that 30% of the annual income earned by the MIMF legacy fund would be directed to wheelchair sports. More specifically, one quarter of this total would be dedicated to the development of wheelchair basketball, with the specific involvement of the Maple Leaf Basketball Society in Vancouver, BC. The remaining three-quarters would then be distributed annually to the CWSA, one half being equally distributed to the ten provincial offices of CWSA. The remaining half would be utilized directly by the CWSA toward the development of wheelchair sports in Canada.

Development programs were identified as the main priority for resource allocation, and this funding was guaranteed for three years.

While this enormous influx of funding dominated the interests of most CWSA administrators, there also were a number of smaller sponsorship success stories that were signed in the later half of the year. The Quickie wheelchair manufacturer was confirmed as a sponsor for a road-racing series, while Nabob Coffee also signed a small sponsorship deal. Everest and Jennings continued their involvement in athletics, and also sponsored a wheelchair Grand Pre tennis circuit. Finally, CWSA began a direct mail campaign, which was implemented by Great West Entertainment (GWE). In anticipation of financial windfalls, the executive committee in March supported an enormous budget with a small deficit.[188]

From an organizational perspective, CWSA continued to work collaboratively with other groups to help further its mandate. One project that resulted directly from Rick Hansen's vision was the establishment of the Access Awareness Week. Rick Hansen and David Crombie, the Secretary of State, initiated programs associated with this declaration and CWSA agreed to participate in its development. A second initiative, supported by Rick Hansen, was lobbying for the inclusion of athletes with a disability into the Olympic movement. Dr. Robert Steadward, Chairman of CFSOD, began this process a few years earlier by requesting membership in the Canadian Olympic Association (COA).[189] He also requested representation on the Athletes Advisory Council, support in recommending Rick Hansen as a new member for the International Olympic Committee Athletes Commission and other considerations as they related to travel and uniforms for Canadian teams. In collaboration with Rick Hansen, Gary McPherson also prepared a paper for the CFSOD board of directors, which detailed a strategy for inclusion of representative disability sports into the Olympic Games. Finally, McPherson and Steadward met with the IOC President Juan Antonio Samaranch in Calgary, during the 1988 Winter Olympic Games, to discuss the possibility of having athletes with a disability compete in the Olympic Games. Resulting from this meeting was a request from Samaranch for the Paralympic movement to submit a formal application to the International Olympic Committee. This request would eventually be denied, but the report resulted in the creation of the Commission for the Inclusions of Athletes with a Disability (CIAD), chaired by Rick Hansen.

Full medal inclusion also was sought by CWSA from the Canada Games Council (CGC) and it was met with a similar result as that from the IOC. The CGC informed CWSA that wheelchair sports would not be included in the games until at least 1991, and that all further discussions would have to occur through CFSOD.

While international involvement with the able-bodied sport organizations was relinquished to CFSOD, CWSA still was actively involved within international disability sport. The development of the International Coordinating Committee (ICC) was a continual topic of conversation at board meetings, and several members of CWSA became involved on international committees or working groups. CWSA spent a great deal of time and effort in preparation for the 1988 Seoul Paralympic Games, and although CFSOD was officially in charge of this team, CWSA executive members constantly questioned CFSOD's ability to handle the logistics of travel and funding.[190] CWSA volunteers were thus continually pulled from traditional organizational business and as a result there was a need for more volunteers to support these new initiatives.

Unfortunately, the necessary volunteers were not forthcoming and to address this need it was suggested that retired athletes should be recruited. CWSA recognized that although it had invested significant dollars in many athletes over the years, it appeared that once they retired, they somehow disappeared and CWSA's return on their financial investment for the long-term, was limited. McPherson, with the hopes of addressing this issue implored his cohorts to find a way to retain current athletes, and re-involve old ones in areas such as coaching and/or administration.[191]

The most influential board activity in 1987 was an intensive planning process culminating at the annual general meeting held in conjunction with the return of Rick Hansen to Vancouver. The original planning sessions at these meetings accomplished a number of tasks, including a redefinition of roles for the executive committee. Judy Kent, a consultant from Sport Canada, facilitated the strategic planning process, and each sport within the athletics board submitted quadrennial plans.

A re-orientation of CWSA's overall plan resulted from these meetings and planning sessions with CWSA's mission statement being re-written and published as… "the attainment of equality in the provision of a full range of opportunities in sport and physical activity to the level of their choice for people with physical disabilities."[192] The guiding principles for CWSA included the following four statements:

a) Focus on strengthening CWSA through sport specific development.
b) Commitment to integration to the degree, which would be most beneficial to the participant.
c) Recognition that the experience, achievements and performance of participants with physical disabilities should be valued equally with that of able-bodied participants.
d) Commitment to the creation of an environment in which one is forced into a predetermined role or status because of their physical disability.[193]

Finally, CWSA's new strategic plan included focused on five areas. These included marketing, organizational effectiveness, elite sport, participation and human resources. Each of these sections incorporated sub-goals, specific tasks, responsibilities and timeliness.[194]

A significant strategy that resulted from this process was adopting a sports specific model for an 18-month trial period. This strategy was very similar to one taking place at the international level where the growth of wheelchair sport led to greater autonomy in the sport sections of ISMWSF. On May 24th 1987, the CWSA board identified the need for a structure that would allow each sport to develop at its own pace. Under the existing structure, sports were given representation on the athletic board. This system, however, was perceived as too restrictive, and thus on the recommendations of Dr. Royer, both wheelchair basketball and athletics were identified as two sports that should test the development of section status. At the end of one year, these two sections would make a presentation to the CWSA board on their progress and recommendations for future considerations. Ideally, at the 1989 AGM, the executive committee would then prepare motions necessary to incorporate this process into the CWSA constitution.

Eventually this focus on planning was supposed to move towards actions. Towards the end of the year, a CWSA member noted that "CWSA was going through a number of planning sessions as of late and it was now time to begin to activate those plans and follow up on the proposed initiatives."[195] It was also in this members opinion, the time to capitalize on the MIMF momentum, and the awareness that it created in wheelchair sports, to say nothing of the money.

The individual sport sections thus began to implement some of the tasks identified in their action plans. Athletics concentrated on technical issues such as steering devices on the wheelchairs and the creation of a new section for road racing. Tennis pursued inclusion within Tennis Canada, while other sports, such as shooting and archery searched for national coaches and volunteer leaders. Swimming focused on classification, while wheelchair basketball, which was still the largest sport, continued to consider its potential for creating a separate Canadian Wheelchair Basketball Association (CWBA) or inclusion into Basketball Canada. Weightlifting and table tennis, meanwhile, were erased from the official CWSA sports list.[196]

Overall, this new philosophy of sport specific development was welcomed although it placed smaller sports into a precarious position of joining the recently cut sports. These concerns and problems were particularly evident at the Canadian (Foresters) Games for the Physically Disabled in Brantford, Ontario. Although these games were considered to be more successful than the National Games held in Sault Ste. Marie in 1985, they were still not attracting the number of wheelchair athletes that organizers had hoped. This occurred because the larger sports of basketball and athletics were hosting their own separate national championships.

To rectify this situation, a motion was tabled by the CWSA executive committee that national team athletes must attend a certain number of regional, provincial and national games. A second possibility was to hold multi-sport national games every two years instead of an annual basis.[197] McPherson suggested that CWSA and CFSOD should also consider expanding the national multi-disability games into a competition that included junior and novice athletes essentially returning to the model used for the CWSA national games during the 1970s.[198]

Within the junior sport committee, Frank McIntyre assumed the role of acting coordinator after Heather Snell's resignation. It was moved at the executive committee meeting that McIntyre remain with the intention of having a replacement by November 1988. Frank accepted this proposal and offered to host the next junior sport meeting tentatively set for August 1988. In January 1987, at the junior sports meetings in Toronto, a number of issues and plans for the coming year were discussed. It appeared to McIntyre, however, that many of the newer members were overwhelmed with the new sport specific planning process and their plans were overly ambitious. In relation to CWSA's planning effort for sport specific development, the junior sport committee recognized that participation development would still be its main focus. Several questions then ensued as to who would be responsible for athlete development now that this sport specific process was in place. It was assumed that as the sport specific plans evolved, a closer working relationship between the sports and the junior sport committee would also grow. Pursuing this goal lead to a number of specific initiatives, the largest of which was the Junior Sportsfest held in Richmond, British Columbia. These integrated games involved eighty junior athletes from eight provinces.[199]

Events were also planned for junior athletes coinciding with the National Access Awareness Week's (NAAW) May 29th kick off. This collaboration would occur with eleven track and field meets being held simultaneously across the country. These meets focused on entry-level and mass participation events. Three junior level events were also proposed for the 1987 Foresters Games, and although, the exposure was positive, the numbers were unexpectedly low. Discussions then occurred regarding the possibility of hosting the World Youth Games.[200] Unfortunately, no bids were received from any of the provincial branches. Other proposed initiatives included the creation and publication of fitness norms for youth with disabilities, the production of a junior sport video, the creation of a travelling binder of slides for provincial promotional presentations, the implementation of a volunteer recognition policy and the creation of a junior specific fitness appraisal program created by the Rick Hansen Centre in Edmonton.[201]

One of the most significant events that influenced the entire realm of disability sport was the Jasper Talks, held in Alberta and hosted by Dr. Ted Wall and Dr. Robert Steadward from the University of Alberta. This gathering was a disability-focused physical activity conference. Discussions at this symposium lead to the creation of an Advisory Committee for Adapted Physical Activity with representation from Fitness Canada, the Canadian Association of Health, Physical Education, Recreation and Dance (CAPHERD) and CWSA. Rick Hansen was named as the honorary chairperson and this group would eventually be re-named as the Active Living Alliance for Canadians with a Disability.[202]

CWSA History - 1988

In 1988, CWSA received its first Man in Motion Foundation grant, the Paralympic Games were being held in Seoul, Korea and the growth of the sport sections necessitated the hiring of several new staff members. Needless to say, the new funding was spent as fast as it was received.

The audited statements from 1986-87 revealed a very modest loss, which was not surprising, considering that it was a year in which CWSA prepared for the first modern Summer Paralympic Games in Seoul, Korea. A new budgeting process was introduced, which allowed CWSA to more carefully monitor its expenses. It was proposed that this process would allow the executive committee to be more involved with the entire financial process and would protect it against incurring a larger deficit.

Somewhat contradictorily to the board's newfound interest in monitoring expenses was the ambitious budget. Maureen Orchard's financial preview of 1988-89 noted that the proposed budget reflected an increase of nearly 60%. This increase was partly the result of the influx of MIMF funds, and an increase in programming. One fifth of the proposed projects did not have the required sponsors, and thus it was perceived that CWSA could potentially incur a significant loss.[203] One redeeming strength within this budget, however, was that CWSA continued to raise over half of its revenue through self driven initiatives, a rate unheard of in able-bodied sports.

Maureen Orchard, CWSA's V.P. of finance, was not prepared to ratify a deficit budget or overestimate anticipated revenues to balance it. She recommended instead, that CWSA charge an assessment fee to all national level athletes and provinces. The fee would be made with the understanding that if the events raised sufficient funds to pay for the projects, then these fees would be returned on a prorated basis.

While the MIMF funds provided a tremendous boost to the association, the resulting optimism of sport coordinators was, in some cases, more than the association could handle. CWSA was selected as a recipient of the MIMF funds because it was the only national organization with a mandate for wheelchair sport development. By giving the money to CWSA, MIMF rationalized that administration fees could be minimized. Most of the funds, however, were immediately forwarded to the provincial branches. In addition, several provinces, including Ontario and Québec, did not provide interim reports. CWSA, ultimately responsible to MIMF for these funds, recognized their use would be heavily scrutinized and Dean Mellway, CWSA's Executive Director, in response to these concerns, emphasized to the provincial membership the importance of following through on plans and providing accurate and complete accounting of all monies spent.

Recognizing Maureen Orchard's forecast of a possible deficit, CWSA executive members set fundraising as their first strategic priority. A direct-mail campaign, initiated by Great West Entertainment (GWE), began in February but was relatively unsuccessful. CWSA also pursued a number of sponsorship opportunities. Nabob Foods, after years of relationship building agreed to sponsor CWSA for approximately $80,000. This money was used to help support activities associated with Access Awareness Week including a series of track meets called the Nabob Challenge. These events would be held on May 29th in eleven cities across Canada. Nabob would also provide financial support for the Canadian Marathon Championships and the inclusion of wheelchair athletes into the Canadian Track and Field Championships. Additional support was also confirmed for the wheelchair track teams participating at the Paralympic trials in Belgium and at the 1988 Summer Olympic Games demonstration 1500-metre track race in Seoul, South Korea.[204]

A second primary sponsor for CWSA in 1988 was the Brentwood "Quickie" Wheelchair Company. They funded a road racing series for $20,000 with regional races held in Beauport, QC, Saskatoon, Toronto and Vancouver. Everest & Jennings also confirmed their continued sponsorship of the Grand Pre Tennis Circuit for $20,000. Finally, McDonalds Restaurants agreed to provide $35,000 to help produce the junior sports video, *Reach for the Stars.*[205]

While sponsorship for the association appeared healthy, problems quickly arose. After only the first sponsored track event, Nabob was forced to re-evaluate its financial commitment. Nabob was involved in a fierce pricing war with Nestle's, and it began to encounter a number of significant financial difficulties. It subsequently communicated to CWSA that although it still wanted to remain involved, it would have to be less then their original commitment. Nabob agreed, however, to give CWSA previously prepared film footage and permission to have its name and logo removed from the commercial if it was of benefit to the CWSA.[206] This offer was pursued by CWSA, and the footage was used to create a public service announcement (PSA). The second sponsorship deal that failed was the Brentwood road racing series. Brentwood was not pleased with the low number of participants attending the events, and the lack of publicity generated from them. Brentwood, thus ended their relationship after two years. The third cancelled fundraising venture was with the Canadian Paraplegic Association (CPA). The CPA and CWSA had worked on a joint fundraising venture based on a follow-up to the MIMF tour. Rick Hansen vetoed the project at the last minute and it was subsequently cancelled. The fourth and final fundraising program to be abandoned was between CWSA and the Bank of Nova Scotia (BNS). This joint venture was based on a mailout, advertising the Bank's new Affinity credit card. For every CWSA member that ordered a BNS Affinity VISA card, CWSA would receive $2.00 as well as a small percentage of the total purchases. After 3000 members were signed up, BNS would produce a special commemorative

VISA card with CWSA's logo. However, concern over the public's perception of sport sponsorship following Ben Johnson's positive drug test at the Seoul Olympic Games caused BNS to delay its launch and subsequently cancel the entire idea.[207]

Further problems with fundraising were complicated by CFSOD's entrance into the telemarketing business. Previously, CFSOD was financed by the Sport Fund for the Physically Disabled, which was created in the late 1980s. This fund was depleted after the 1988 Summer Paralympic Games and even prior to these games, there was concern that it would be well short of its goal. Consequently, CFSOD saw the need to create a marketing committee designed to coordinate common activities of its member organizations. These activities included advertising, public relations, publicity, promotions, fundraising and communications. CWSA, recognizing the benefits that this group might provide, decided to pass a motion, "that CWSA's representatives to CFSOD would bring to the next meeting a proposal to support CFSOD's concentration in marketing on direct mail. CWSA would provide CFSOD with its house list of donors in return for an equitable share of direct mail returns."[208] CWSA then proposed a formula for equitable distribution of direct mail revenues based on the Sport Canada recognition system. CFSOD did not agree to this proposal and CWSA was forced back into the telemarketing business, this time in direct competition with CFSOD.

Following this decision, CWSA pursued a joint venture with the Ontario Wheelchair Sports Association (OWSA) which would use the newly created Metro Toronto Wheelchair Challenge (MTWC) as the focus. The MTWC was created to become an international wheelchair athletics event that could capture tremendous media coverage in the Toronto area. GWE would implement a telemarketing campaign using a slightly different angle than its traditional donation focus by selling tickets to the event. CWSA hoped that this new approach would generate over $100,000 and an agreement was made between OWSA and CWSA to share the revenues with a large portion of CWSA's profit being directed toward athlete development.[209]

The athletic board, having benefited from this windfall, was able to focus its efforts on preparing for the 1988 Summer Paralympic Games. The medal count at these games fell significantly short of the 1984 results with CWSA athletes capturing only 14 gold, 18 silver and 9 bronze medals. Overall, Canada finished 5th in medal count among ISMWSF members. One reason for this decline was a number of key athlete retirements in addition to the changed classification of previously successful female athletes. Another rationale for the poor performance was ineffective communication amongst members. It was, therefore, agreed that a number of steps should be taken to alleviate this concern. The first was to create an executive summary that would be prepared by the Executive Director, and sent regularly to the executive committee member. The second was the circulation of minutes from all committee meetings to each executive committee member.[210]

During this year, the wheelchair basketball and athletics sport sections continued to grow. Both hosted their own section meetings, produced comprehensive planning documents and established complex executive committees. National Coaching Certification Programs (NCCP) were formalized and sport science committees were developed to focus on classification and technical advances. Other programs were instituted through associations with the Sport Medicine Council, including test procedures for doping control.[211]

Wheelchair rugby, however, tried to maintain the required number of teams (six) to host a national championship and tennis had difficulties with the continued ambivalence from Tennis Canada regarding inclusion. Another issue within wheelchair tennis was the creation of the International Wheelchair Tennis Federation (IWTF) and its subsequent conflict with the tennis section of ISMWSF. Wheelchair racquetball was accepted as an official CWSA sport with David Hinton, technical director for Racquetball Canada, being named as the national coordinator. Finally the individual non-section sport groups continued to move away from participating in multi-disability national games.[212] The 1988 CFSOD national games held in Richmond, British Columbia, were subsequently very poorly attended.

With the increase in funds from the Man in Motion Foundation (MIMF), CWSA was able to hire several new staff members. Reg McClellan was hired as the basketball section coordinator, Charles Drouin, as the technical coordinator for non-section sports, and Sandy Johnson as the administration assistant. Karen McMillan was hired earlier that year as an administrative assistant, and a regional office for wheelchair basketball was opened in Vancouver with Tim Frick being hired as the coordinator. Finally, the CWSA staff was moved back into an office shared with CFSOD. These two organizations also shared a part-time accountant and a receptionist. The physical office changes and positive attitudes by the staff for both organizations made relations with CFSOD and the other disability sport groups stronger, which continued a trend beginning in 1981. McPherson was "pleased with the progress made with our brethren who sit around the CFSOD table, as the atmosphere of co-operation was better than it had ever been."[213]

Changes at the board level were minimal with both Dick Loiselle and Maureen Orchard being re-elected and Barb Montemurro, who was the President of Ontario Wheelchair Sports Association (OWSA), being named Vice President of domestic sport. Slight changes were made to the executive's job descriptions with Don Royer's position of V.P. technical being changed to V.P. high-performance sport and Maureen Orchard's position of V.P. of administration and information being changed to V.P. marketing. Lori Crosby applied for the position of junior sports coordinator but noted that she would only be able to assume the responsibilities after the 1988 Summer Paralympic Games.[214]

With the continued development of the sport sections, concern was expressed that CWSA might become too diversified, too quickly. The decision, by the board, to establish sport specific sub-sections in November 1987, was still perceived as a good decision and a futuristic step; however, it took time and tremendous effort to build them. Resources were stretched because of an increase in external commitments with several task forces, at both the federal and disability sport levels, requiring input from CWSA representatives.[215]

Fitness and Amateur Sport formed the first of these major task forces; *National Sport Policy Toward 2000: Building Canada's Sport System*. The second was the *Integration Think Tank*, scheduled for January 1989, while the third, the *Commission for the Inclusion of Athletes with a Disability* (CIAD) was a task force pursuing inclusion of athletes with a disability into the Olympic Games.

Volunteer development was also still a concern with continued failure in attracting new leadership at all levels. A number of personality conflicts also occurred in CWSA at both the provincial and national levels and these seemed to prevent decisions from being made in the best interest of the organization and athletes. Gary McPherson, as Roger B. Mondor had done years earlier, in response to these issues asked all of those involved to evaluate their motives and act in the best interests for the greater good.[216]

Communication throughout the organization continued to be an issue and discussions ensued as how to best circulate *Wheeler's Choice* newsletter, the sport bulletins and the provincial newsletters. One suggestion to rectify the problem of poor communication was to share the mailings of provincial and national bodies. Another suggestion was to limit the mailing of *Wheeler's Choice* to two issues per year while circulating three bimonthly sport bulletins.

Finally, 1988 was seen as a landmark year for Canadian amateur sport. At the Seoul Summer Olympic Games, Ben Johnson, after winning the gold medal in the 100-meter men's finals, and breaking the world's record, tested positive for a banned substance. The shame felt by the Canadian sport community spurred on numerous task forces and inquires that would address the federal government's role and the questionable ethics that seemed to permeate all levels of sport. These inquires, public pressures and changing economic realities, suggested to the federal government that they should no longer provide huge financial grants for National Sport Organizations (NSO). Annual federal expenditures for sport had risen from less then $1 million in 1961 to about $59 million 1987. After 1988, however, there was a dramatic decrease in funding with the government strongly encouraging all NSOs, most of whom received over 70% of their funding from the government, to diversify and seek other arrangements.

CWSA History - 1989

1989 saw a number of changes within the human resources, governance and resource generation capacities of CWSA. Within the staff, the first significant change was Dean Mellway's resignation as Executive Director (ED). Several other changes soon followed, including the hiring of Scott Ogilvie to replace Christine Bowlby as the athletics coordinator and Claire Dunkerly to work on improving CWSA's communications under the guidance of Andy Shaw, V.P. of communications. The changes and growth in staff were also felt at the provincial level where many provincial wheelchair sport associations hired their first Executive Directors and/or program coordinators.

Following Mellway's resignation, CWSA conducted a thorough search for a suitable replacement. Ultimately, the choice would be Karen O'Neill. After she was hired, none of the staff had more than two years experience with the association and five of the six were only in their first year. The executive committee for CWSA made only a few changes, and thus there was a small semblance of continuity in the organization. At the AGM in Halifax, both Gary McPherson and Don Royer were re-elected by acclimation and Andy Shaw was the only newly appointed executive member as V.P. of marketing.[217]

As the staff and sport sections grew, there was a need to clarify reporting structure. Allegiance and loyalties, in some cases became confused and there was a concern that CWSA had become divided. Communication between staff and volunteers was a concern and several suggestions were made such as buying an answering and fax machine, circulating minutes and requesting more involvement from the executive Vice President, within the area of personnel management.[218]

While leadership and staff seemed to take centre stage there were other areas that had a great deal of change. As the staff grew, so to did the need for precise policies and procedures. New travel and conflict of interest policies were created, while great debate occurred over the use of travel pool money and where it should be used. A number of sections from the existing policy manual were reviewed, including those that pertained to doping and sport recognition. It was hoped that these updated systems would allow CWSA to retain a high level of consistency, and equality throughout the organization and its programs.

The next major change that occurred within the association was the funding structure. While many provinces flourished with the introduction of new monies from the Man in Motion Foundation (MIMF), the Atlantic Provinces, as a whole, seemed to flounder. Barb Montemurro, V.P. of domestic sport, in response to these concerns convened a meeting with representatives from the four Atlantic Provinces, At these meetings, both New Brunswick and Newfoundland requested additional financial assistance and proposed that the four Atlantic Provinces be grouped under one organizational structure. Nova Scotia, however, would not agree to this proposal.[219] Hoping to deal with this concern CWSA hosted its next AGM in Halifax.

During the annual general meeting, there were a variety of opinions regarding four contentious issues. The first was whether it was appropriate for staff to participate at executive meetings. The second issue was the high costs associated with hosting meetings on either coast. Consensus for either of these two was not reached and both questions were tabled for future discussion. The third issue was a re-focus on volunteer motivation. Here, the board decided to implement a formal recognition awards program under the chairmanship of Hilliard "Boots" Cooper from Alberta. Another notable proposal, at the AGM, was to begin hosting provincial manager meetings in Ottawa, so that the Executive Directors from each provincial wheelchair sport association could discuss common issues and concerns. Finally, Gary McPherson proposed that the association host a 25th Anniversary gala celebration, which he hoped would allow CWSA to reflect on past achievements.[220] McPherson hoped that such an event would help CWSA's membership recognize how unity enabled the association to achieve such a high level of success in such a relatively short period of time.

Following the AGM, CWSA returned to dealing with its more traditional issues. As the number of people, programs and scope of influence increased so to the difficulty in maintaining communication. In one particular episode, there was a tremendous amount of embarrassment incurred by the association because an athlete knew about changes for the upcoming Stoke Games before a board member was informed. Andy Shaw the new V.P. of marketing with the hopes of avoiding similar types of situations completed a communications audit.[221]

Recognizing that there was still a need for more formalized and professional communications vehicles, a deal was made with *Abilities* magazine to contribute 50% of the sports section content in return for a loan of $50,000. These funds were secured from both the National Sports and Recreation Centre marketing program and the MIMF.[222] Sport bulletins also were deleted from the communications plan with the decision to return to publishing the *Wheeler's Choice*, six times per year in a newsletter format.[223]

CWSA's mandate also was heavily influenced by external factors. The federal government and the federal minister responsible for sport, Mr. Jean Charest, spent the majority of their efforts reacting to the Ben Johnson scandal and overseeing the *Dubin Inquiry*. Another major government initiative was the *Task Force 2000*, which recognized sport as an important part of Canada's cultural heritage. In both cases, the government reports suggested that there was a need for greater inclusion of athletes with a disability into the able-bodied sport system.

This philosophical change was reflected by changes within CFSOD. In 1982, CWSA, Canadian Association of Disabled Skiers (CADS), Canadian Blind Sports Association (CBSA) and the Canadian Amputee Sports Association (CASA) all existed as completely autonomous associations. CFSOD with its creation, however, assumed many of the national sport organization's responsibilities. Some of these responsibilities included negotiations with the National Coaching Association (NCA), liaison to the able-bodied sport governing bodies and coordination of multi-disability competitions at both the national and international levels. Therefore, CFSOD was responsible for anything that was common amongst all of the disability sport groups. In the spring of 1989, CFSOD hosted a planning session, which was designed to set a strategic plan for the next five years.[224]

At a CWSA executive committee meeting in Winnipeg, a discussion ensued pertaining to CFSOD's planning session. There was a perception that it did not progress as an open think-tank, but instead, was a clearly planned effort to move the governing authority for disability sport in Canada from the existing National Sport Governing Bodies (NSGB) to one organization.[225] What may have been misinterpreted, however, was that these feelings were the result of a general uneasiness in having to deal with a number of new issues. The advent of CFSOD brought forward a number of personal issues including sport-specific development and the ownership of disability sport marketing properties. Other concerns related to the possibility of CFSOD becoming more involved with telemarketing and consequently, being in direct competition with CWSA's fundraising campaigns.[226]

CWSA voiced its concern over CFSOD's continual advances in telemarketing and it vowed to undertake a number of steps to block its implementation. Some of these included the distribution of information to its membership, soliciting feedback from member branches, discussing implications with other disability groups, formally moving to postpone the acceptance of the proposal and preparing opposing amendments.[227]

Somewhat unforeseen to CWSA was the outcome that this pressure would facilitate. CFSOD responding, in part, to CWSA's pressures and, also reflecting international trends decided to change the focus and name of the organization. In 1989, CFSOD evolved into the Canadian Paralympic Committee (CPC) which then became the federally and privately funded non-profit corporation recognized by the International Paralympic Committee (IPC). Consequently, it became responsible for all aspects of Canada's involvement within the Paralympic movement including Canadian participation in the Summer and Winter Paralympic Games and negotiations with other organizations to ensure the inclusion of athletes with disability into able-bodied sport events and organizations both in Canada and abroad.[228] This evolution from CFSOD to the CPC effectively ended the multi-disability national games format and clearly designated

CWSA as the only national voice for ISMWSF. This change also signaled the end to multi-disability, multi-event world championships.

Following the 1988 Summer Paralympic games, the international disability sport scene shifted away from hosting disability specific world championships and moved more towards sport specific championships in athletics, swimming and basketball. This change relegated the Stoke Mandeville (ISMWSF) games to a developmental status. The change from CFSOD to the CPC also placed CWSA in a precarious fundraising position, as the CPC now had sole ownership of the most prestigious disabled sporting event in the world.

This economic change impacted CWSA, as it was now obliged to help prop up an ailing ISMWSF. CWSA was an active member in ISMWSF's development and it was concerned with its apparent demise. Over the course of several CWSA board meetings, the majority of discussions centered on ISMWSF's future and CWSA's role. At one point ISMWSF requested CWSA to loan them \$90,000.[229] While several CWSA executive members were reluctant, they ultimately relented and agreed to this request.

Another international concern to CWSA executive members was the growth of the IPC and its philosophical differences towards CWSA and the ISMWSF. These same philosophical mandates were reflected in the newly created CPC, with the most heavily debated of these issues being the inclusion of athletes with intellectual disabilities.

The IPC welcomed the International Sport Association for the Mentally Handicapped (INAS-FMH) into the Paralympic Games. Previously, athletes with an intellectual disability had only participated at an international level at the Special Olympic Games. Some people suggested that the inclusion of these athletes constituted a philosophical shift from the pursuit of athletic excellence to one of recreational participation. Several lengthy discussions then ensued at various board meetings with CWSA executive members taking two bipolar positions. One was that it was inappropriate to support the inclusion of athletes who used wheelchairs into the able-bodied sport system while at the same time excluding athletes with an intellectual disability from participating in the Paralympic movement.[230] The second set of discussions focused on the desire to return to a segregated wheelchair only environment to distance themselves from other disability groups. Eventually, CWSA executive members decided to prepare a motion that, "[illegible]MWSF should not participate in the 1992 Paralympic Games in Barcelona, Spain, should INAS-FMH or any other organization serving a similar membership be participants."[231] Ultimately, INAS-FMH athletes competed at their own parallel Paralympic games in Madrid, Spain while the CWSA athletes attended the games in Barcelona.

Financially, CWSA appeared to stretch itself, even in spite of the huge influx of funds from the MIMF. The financial support from the MIMF was appreciated, but the time and effort CWSA committed to its administration was significant. CWSA gave the majority of MIMF money to the provincial offices that benefited from these funds, but most seemed unable to spend the necessary time required to prepare professional and accurate feedback reports. Charles Drouin, the CWSA staff person mandated with preparing the final report for the MIMF, noted that provincial updates ranged from one page to huge documents.[232] This haphazard reporting process was not well received by the MIMF board of directors, as they expressed the possibility of future funding being cut unless reporting procedures improved.[233]

The MIMF also was concerned with how the money was being spent. Some of the provincial associations tried to use the money to initiate programs guaranteeing more income in the future. In most cases, these initiatives failed to pay high dividends, and were not consistent with the objectives outlined by the MIMF board members. Rick Hansen and the MIMF board, were not pleased with results, and raised a number of concerns. The MIMF suggested that CWSA make its next submission stronger in order to secure continued funding.[234]

Discussions with CWSA board members also focused on other funding cutbacks. CWSA finished 1988 with a $5,000 deficit. The revenue loss occurred for a number of reasons, including a disappointing telemarketing campaign in Toronto. For several years, Great West Entertainment (GWE) provided CWSA with approximately one third of its total income. Michael Platz, President of GWE suggested, however, that the introduction of the Goods and Sales Tax (GST) severally hampered his company's fund-raising capacities and hopefully it would rebound the following year.[235] The provincial wheelchair sport associations were unwilling to shoulder the financial burden associated with this deficit and they encouraged CWSA to cut programs and expenses fo executive committee members and national office staff. Gary McPherson's dream of hosting a glamorous 25th anniversary gala in 1992 was also influenced by this mood of frugality and was tabled until the association's finances were stronger.[236]

Growth within the sport sections was also influenced by financial constraints. As coaching skills, and the number of CWSA coaches being honoured by the Coaching Association of Canada increased, it was suggested that honorariums might be needed to retain them to stay competitive and equitable with the able-bodied system.[237] Financial difficulties also influenced sport specific growth. Sport recognition policies clearly identified requirements for funding. The smaller sports needed to spend more money in order to grow and become eligible to receive more funding. The two largest sport sections, basketball and athletics, thus benefited from the sport specific approach and consequently they had a high level of activity.

In the basketball sport section, its first executive committee was elected with Floris Aukema as chairperson, and Leanne Squair, Elaine Ell and Leona Holland as board members. Aukema, within only two days of being elected, informed the office that a significant change in his family would not allow him to continue. Maureen Orchard was then asked to act as chairperson until a replacement could be found.[238] Orchard accepted the invitation and remained the chairperson / President of the basketball section until 1997. The basketball section also was busy formulating a number of competitive opportunities. These included a woman's league, a Canadian Wheelchair Basketball League (CWBL) with over thirty teams, and a formalized national team with a permanent national head coach.[239]

Similar to basketball, athletics was having tremendous growth, particularly with a number of inclusive initiatives introduced in conjunction with the Canadian Track and Field Association (CTFA). This inclusion involved the addition of an addendum to CTFA's official's handbook and full inclusion within several events such as the Texaco Mile, televised by CTV.[240] Two wheelchair track events were included in the Jeux de la Francophonie, while the Commonwealth Games Federation included events in the 1990 Auckland, New Zealand Games and 1994 Victoria, Games. The athletics sport section selected a national coach (Peter Erickson) and created several committee positions, to address areas of coaching, junior development and officiating. Finally, a separate national championship for athletics was proposed which would include a separate junior division.[241]

A third main sport group that continued to grow was racquet sports. Tennis retained Everest and Jennings as a sponsor in order to help host a series of Grand Prix tennis clinics and competitions. Racquetball, meanwhile, became fully integrated into Racquetball Canada.[242]

Junior sports continued to grow under the guidance of Lori Simpson-Crosby with specific highlights including the junior sportsfest in Papineauville, Québec and the tribute to young Canadians celebrating the International Year of the Youth on Canada Day in Ottawa.[243] Another major project was the production of a CWSA junior sports video, which was used for recruitment and marketing purposes. The production of a video *Reach for the Stars* was sponsored by Imperial Oil. Finally, the junior sport committee was busy with several meetings discussing resource development, accessibility, membership, administration, program development, and public relations.[244]

Within most of the sport sections, the primary area of focus was inclusion. Following the *Dubin Report*, there was a fundamental need for change in Canada's sport system, particularly as it pertained to equity and access. Many national able-bodied sport organizations were willing to co-operate, and eager to appease the government policy makers. Another commonality within each sport section was the decreased need and desire for multi-sport and multi-disability national games. This change was reflected in the growing interest in the athlete-first mandate and focus on a high-quality experience.

As the sport specific development model matured, it became the focus for CWSA. These concerns became evident following the 1989 Foresters Games in Richmond, British Columbia. Following these games, discussions ensued in sport section committee meetings, suggesting that there was a definite need to move away from these multi-sport formats.[245] Nevertheless, there was still a recognized need for a national competition that would serve as an introduction to competitive sport for novice athletes. A number of possibilities were proposed including the hosting of national games, which would exclude international caliber athletes. A second possibility was for large category sports to use the multi-sport games for developmental athletes while the other, less developed sports, use the games as their national championships.[246] None of these ideas were fully pursued and the participation of wheelchair athletes in multi-sport national games ended.

Many sport sections continued to pursue more autonomy with their teams, staff, and bid selections for national championships. These demands came at a time when the sport sections of wheelchair basketball and athletics were still within their first 18-month trial, as separate entities. According to some executive committee members, this push for complete autonomy appeared to be premature. "As CWSA moved into the 1990s it became clear that the threshold issue to be faced was the development and nurturing of a cohesive approach to the association's future directions."[247] CWSA grew rapidly and before it moved too much further one committee member recommended that development be considered in light of CWSA's overall development.[248]

As 1989 came to an end, many CWSA members reflected on the past decade. The 1980s were a period of great change, with one being the move from an individual membership base to a provincial one. This change gave equal representation to each provincial branch rather than the voting strength based on the number of members in each branch. The second major change was the move towards sport specific committees and autonomous decision-making. This approach was very different from previous systems where the provincial branch representatives and the CWSA board of directors made decisions on behalf of each sport.

Politically, the 1980s were also a period of change. The decade saw the professionalization of the Canadian sport system, whereby sport science and sport administration moved amateur sport from the "kitchen table into the boardroom." Economically, it was a period that built to a crescendo in corporate funding. "In 1980, CWSA started with a budget of $200,000 with $180,000 of that amount, acquired through base support from Sport Canada. In 1989, the budget was $2,000,000 with only $220,000 in base support received from Sport Canada. CWSA was likely the only sport at the National Centre that could honestly claim that close to 80% of their funds were self generated."[249]

CWSA History - 1990

Towards the end of 1989, Dean Mellway announced his resignation as Executive Director. Mellway had made a significant contribution to CWSA's growth during his ten-year tenure and he was nationally renowned for combining a professional and personal passion for wheelchair sport. A hiring committee ultimately offered the newly named Director General's position to Karen O'Neill, who had most recently worked as a consultant for Fitness Canada. Thus, with a new Director General and a new logo, CWSA was ready to chart a new course.[250]

Karen O'Neill immediately recognized the need for improved fundraising, and hired Barry Baker as a marketing and sponsorship consultant. Baker was a retired executive from Air Canada and was highly recommended by Andy Shaw, CWSA's Vice President responsible for marketing. Baker, unfortunately, was unable to generate substantial funding. George Springate then replaced him but unfortunately, he was also unsuccessful and subsequently dismissed. O'Neill, recognizing these difficulties, began to devote more of her own time to fundraising initiatives.[251]

Within CWSA's overall office structure, there were several changes. The national office completed a review of its communication portfolio and drafted a list of target groups and mediums to be utilized in 1990-91. Sandy Johnson was identified as the staff member to play a key role in this area, and thus she was promoted from an administrative assistant position to director of communications. Kelly Missins was then hired to replace Sandy, and another departing part-time administrative assistant, Tracy Murdoch.[252]

On the board of directors, Dick Loiselle, Maureen Orchard and Barb Montemurro were re-elected. A few months following the AGM, Andy Shaw resigned as V.P. of marketing, because of what he perceived was a conflict of interest in mixing his business and volunteer relationships. To fill Shaw's portfolio, Maureen Orchard resigned as V.P. of finance and agreed to fill the newly named position V.P. of marketing and communications. Orchard agreed to hold this position until the 1991 spring AGM. Eddie Reitenberger was then asked to serve Orchard's vacant V.P. of finance position. Finally, Gary McPherson reported that he would retire from CWSA after his third term as President in 1991. McPherson felt very strongly that the association needed a new direction and energy, and thus he encouraged burgeoning leaders to come forward and vie for the position. In response to these comments, the CWSA executive committee gave McPherson a strong vote of confidence and encouraged him to re-consider, especially in light of the fact that 1991 was only one year away from the Barcelona Summer Paralympic Games.

Continuity within the association was desirable as the federal government began to implement a number of significant philosophical changes. These changes resulted from influential government reports; the most notorious of which was the *Dubin Report*. Although the primary purpose of this report was to examine the issues of illegal performance enhancement in sport, other issues such as the relationship between government and sport were also addressed. This examination recognized that sport was an important part of the Canadian culture and that the federal government should continue to act in a supportive role. Justice Charles Dubin, who chaired the commission, concluded that government funding for sport should be re-focussed to accommodate a wider spectrum of programs. He also concluded that a lesser focus on elite, high-level competition would ensure equity, accessibility and consistency of programs across Canada. Dubin's recommendations clarified that there was a need for greater support of athletes with a disability and that funding for all sport associations should be based on accessibility to women, minorities, disadvantaged groups and the disabled.

The Parliamentary Sub-committee on Fitness and Amateur sport produced the second project that provided considerable influence on national sport organizations. This group was tasked with reviewing *Toward 2000: Building Canada's Sport System* and the *Dubin Inquiry*. The sub-committee was asked to present its conclusions and recommendations to the Standing Committee on Health and Welfare, Social Services, Seniors and the Status of Women and finally to the Honourable Minister, Marcel Danis. In their final report, *Amateur Sport: Future Challenges*, the committee supported for many of the recommendations initially presented in the *Dubin Report*, thus re-affirming the need for a changed relationship between government and sport governing bodies.[253] From this sub-committee's report, however, only one recommendation specifically applied to CWSA. Recommendation #6 stated that a secretariat in Sport Canada should be established to encourage and develop events, which would give support to disabled athletes, allowing them to compete on an equal basis as their able-bodied peers.

The more comprehensive report that followed was much more specific to athletes with a disability. This review, *Sport: The Way Ahead*, made several recommendations specific to disability sport including recommendation #67 that suggested that the Fitness and Amateur Sport Branch should review all policies and programs in order to determine how it should be administered in order to best promote the inclusion of athletes with a disability into all aspects of the sport system. The second portion of this recommendation was that disability sport organizations should encourage inclusion into the able-bodied sport system beyond a high performance focus, to include a broader spectrum of participation. Recommendation #68 suggested that the Fitness and Amateur Sport Branch undertake consultation with provincial governments, national sport organizations for athletes with a disability and national sport governing bodies.

CWSA, with the hopes of capitalizing on these changing philosophies, decided to re-visit its strategic plan completed in 1987 by Judy Kent Consulting.[254] The entire process began with an initial planning phase from January to June designed to resolve CWSA's vision, values, and mission. The second phase of this strategic planning process focused more on the specific sport sections and occurring between September and January 1991. Within this phase, both wheelchair basketball and athletics would conduct their own planning sessions. A separate planning process would then be organized for the non-section sports.

This planning process, for the first time, involved both volunteers and professional staff from the provincial associations. In addition, completely separate provincial staff meetings were held in Ottawa to exchange information and discuss pertinent professional issues. The purpose of this meeting also was to facilitate partnerships and to help develop a shared national vision. At this meeting, the national sport coordinators presented their portfolios and some of their upcoming programs. A volunteer development session was presented and Eddie Reitenberger, the V.P. of finance prepared a funding workshop. Common staff concerns were discussed, including the need for better communication, more ethical fund-raising and a continuation of MIMF funding. During these meetings, the provincial staff suggested that the national office needed to spend more time addressing the areas of marketing and public relations.[255]

As noted previously, the strategic planning process was the first to include participants from all levels of the organization. Numerous volunteers were solicited for comments through an informal phone survey. The identification of five key issues included the need to clarify CWSA's participation in multi-sport games, the desire to cease volunteer re-cycling, roles and responsibilities of volunteer members, and the importance of focusing on junior development.[256]

Based on these comments, O'Neill was able to draft a rough outline of CWSA's strategic plan. At the first official volunteer planning session, the board was divided into five groups and asked to discuss each issue. One significant conclusion that resulted was the decision to cease participation in multi-sport events, would and continued moving towards greater inclusion into the able-bodied sport community. CWSA also wanted to expand its volunteer base and thus a number of strategies for volunteer recruitment and training were pursued. The national office was given the responsibility for elite athlete and national team development, while the provinces retained their focus on grassroots development.

Financially, CWSA projected a deficit of $66,285.00 for the fiscal year ending March 31st.[257] This decision to deficit finance was concerning, as approximately 40% of the proposed budget was raised from self-generating, non-guaranteed sources. The fear was that the deficit could become much worse. In response to these concerns, on April 25th, V.P. of finance, Maureen Orchard wrote to the executive committee that "in preparing the budget for 90/91 we have become aware of the potential to incur a large deficit if we do not reach our fundraising goals."[258] The majority of CWSA's funding was unconfirmed and conditional, and therefore Orchard tried to stress to the executive committee that CWSA needed to move from solicitation funding to sponsorship funding. She hoped that this change would result in a more stable annual funding base.

CWSA thus developed an event-marketing strategy and an accompanying media package. CWSA tried to capitalize on the accomplishments of its athletes and hoped that Barry Baker, who had accepted the contract for marketing and sponsorship, could help in this area. After his failures, two other fundraising consultants were hired and quickly dismissed. Finally, the staff of CWSA was mandated by the executive committee to begin developing a corporate club of supporters to assist CWSA in building for the future.

The perilous position created by these repeated fundraising failures necessitated money saving changes. Many provincial associations had large outstanding debts to CWSA but recouping these debts was difficult, as the financial stability of those associations was tenuous. CWSA also spent approximately $13,000 on travel costs for volunteers attending international committee meetings. The executive committee then agreed that representation at these meetings should be prioritized. Finally, following the AGM in Québec City, it was decided that the remainder of association meetings would be held in Ottawa, hopefully saving money on airfare and other expenses.[259]

A final financial concern for CWSA pertained to the Man in Motion Foundation (MIMF). This program was in its third and final year of a three-year commitment and its continuation represented approximately $300,000 per year. While continued funding was probable, it was not guaranteed. The potential loss of these funds created a number of mixed feelings within the provincial associations with several feeling that they deserved to be the ongoing benefactors of the foundation since they were instrumental in its initial success and creation. Many of the Western provinces, also expressed a concern that their own fundraising practices were being hindered because the public assumed that the MIMF was already funding them.[260]

While cognizant of these issues, the MIMF reminded CWSA that their funding would eventually end and that hopefully all of the provinces would be able to independently pay for the staff salaries by July 1991. MIMF also published new expectations for the future of the funds, which included a greater emphasis on wheelchair basketball from the grassroots level to international competitions, greater visibility for the foundation and support for innovative programs.[261]

While administrators at the national and provincial levels continued to grapple with financial issues, there were a number of volunteers focusing on the development of each sport. Wheelchair basketball was the fastest growing of these sports and their international profile was evident through its successful bid to host the 1994 Gold Cup. One action specific to wheelchair basketball that separated them from the other wheelchair sports, was their decision to allow able-bodied athletes to compete in a wheelchair using a unique classification system. The wheelchair basketball section also decided not to participate in any nationally based multi-disability, segregated events, as they did not want to be associated with disability, and instead, wanted the wheelchair to be seen in the same way that an athlete used a bobsled or bicycle. Any association to disability was in their opinions, not warranted nor appropriate.

Athletics, like basketball, also continued to grow, although they appeared to have a greater number of sponsorship difficulties. As was noted earlier, both Nabob and Everest & Jennings terminated their sponsorship deals, while others who retained their funding, were criticized for additional reasons. The national wheelchair marathon, held in conjunction with the Toronto Marathon, was sponsored by Shoppers Drug Mart. The event was marred by the the Canadian Medical Association (CMA) publishing its opposition to sponsorship of any sport competition by companies who sold tobacco products.

The athletics section also dealt with difficulties resulting from premature growth and development. The 1990 national championships were cancelled due to a lack of bids to host the event yet this was also the first year that an elite training camp in Florida was held. The athletics section hoped to continue the focus on elite performance by passing a motion that athletes competing in track could only compete in that sport at a national level.[262] The decision to force athletes to focus on one sport strengthened the athletics programs, but it simultaneously limited the development of other sports such as wheelchair rugby and tennis.

With the hopes of addressing these concerns, wheelchair tennis and racquetball submitted a formal motion requesting that they be recognized as an official sport section. This motion was defeated, in part, because of the unknown implications of grouping sports together. Discussions also occurred regarding the responsibility of administering the winter ice-sport of sledge hockey. A previous agreement between the Canadian Association of Disabled Skiers (CADS) and CWSA suggested that CADS would be responsible for all winter sports. The sledge hockey players, however, decided to create their own association.[263]

Junior sport development was slowly phased-out as a separate committee. Instead, each sport section would become responsible for junior development and a new sport development committee would be formed. Lori Crosby continued in her role as chairperson of this newly formed group and requested that the number of national meetings be increased from two to three. The executive committee, disagreed with this request and decided that the number of meetings should be reduced from two to one.[264]

As junior development lost support a number of other high profile international events emerged. The Pan American (Pan Am) Wheelchair Games were scheduled for Columbia, but was not supported by CWSA because of what they perceived as mismanagement. In New Zealand, the Commonwealth Games hosted two successful wheelchair events and plans for more were slated for the 1994 Commonwealth Games in

Victoria, British Columbia. Inclusion for athletes with a disability was also proposed for the Goodwill Games in Seattle, Washington.

With the growth of the International Paralympic Committee, and its success in hosting the Seoul Paralympic Games in 1988, concern was expressed over whether to maintain an association with the International Stoke Mandeville Wheelchair Spots Federation (ISMWSF).[265] Ultimately, CWSA would try to maintain relationships in both associations and provide its athletes with the maximum number of appropriate competitive opportunities.

CWSA History - 1991

For the staff and volunteers of CWSA, 1991 was a year dedicated to long- term strategic planning. This process of determining CWSA's destiny required a great deal of commitment, time and energy and thus careful consideration of all the challenges and opportunities CWSA would face over the next five years was considered.

The planning process was broken down into two phases. Phase one proceeded from December 1991 to June 1991 where big picture items were discussed such as vision, priorities, pertinent issues and values. Phase two of the strategic planning process took place from December 1991 to June 1992 and here, specific plans for each sport were created with a focus on domestic and high-performance activities.

Influencing the creation of CWSA's strategic plan were a number of external, environmental factors. The strongest of these was the federal government, Canadian sport and disability sport organizations. The *Dubin Report* and the related *Sub-Committee Task Force Report* was completed in 1989, but their recommendations were not pursued in earnest until 1991. A third government directive that influenced CWSA was the *Sport Forum*. This detailed process of examining the Canadian sport system began in April 1991, when representatives from a number of sport organizations were brought together by the Sport Canada to meet and discuss issues of illegal performance enhancement and governments involvement in sport programming. *Sport Forum II* was held in October 1991, and it brought together 200 more sport administrators and government officials.[266] Ultimately, a proposed design for a *National Coalition towards a Charter for Collective Action* was produced as a result of these meetings. The only element of this charter that applied to sport for athletes with a disability was the provision of a permanent seat on the consultative council.

The second main influencing government document on CWSA was the *Minister's Task Force on Federal Sport Policy*. This disability-specific taskforce addressed a number of challenges, including the need to provide more opportunities for persons with a disability in order that they could try new activities in a non-competitive environment.[267] They also identified a need to provide more opportunities for the younger person with a disability. An increasing emphasis and demand for integration in schools and society, in general, was occurring but it still appeared that medical exemption for persons with a disability were far too prevalent in physical education classes. Opportunities for newcomers to disability sport were therefore seen as being limited. The task force also reported that there was little co-ordination and planning amongst the various organizations that provided disability related services, which resulted in unnecessary duplication. Finally, the task force recognized the importance of inclusion at the elite sport level, but suggested that unfortunately, a lack of skills and knowledge in promoting social responsibility hindered this development. As a consequence, sport still seemed to be exclusionary (elite and able-bodied), while philosophically it was promoting full access and inclusion. It was possible, therefore, that while activity was recognized as important to persons with a disability, it was still being de-emphasized because of the therapeutic aspect or negative connotations.[268]

As a result of this task force, an official vision was developed for all disability sport organizations in co-operation with the federal government. The fundamental values for this vision included: the desire for equitable access, sport based on fundamental ethics, affordability, individual focus, responsibility for teaching in the community, partnerships between governments and grassroots organizations.[269]

Financially, CWSA continued to manage its expanding deficit while continuing to provide the same level of programming. In 1991-92, the budget was projected to be approximately $1.6 million, with 73% going to programs and competitive opportunities.[270] Unfortunately, many sponsors including Nabob Foods, Everest and Jennings, Air Canada, P. Lawson Travel and Brentwood Sales were limiting their involvement or had ceased giving their support altogether. Fortunately for CWSA, the Man in Motion Foundation (MIMF) confirmed their financial support for three more years.[271]

When CWSA entered into the initial three-year agreement with MIMF, the full potential of program growth and its impact on the office administration was not fully understood. The management of this expansion and the pressures created by its growth became two contentious issues. Plans to enter aggressive fund-development programs in years two and three of the original three-year agreement with MIMF were delayed as two senior staff members of CWSA left the association and three fundraisers failed to provide any significant results. Thus, although the majority of goals of the association were met in the programming areas, the financial independence from the MIMF was not achieved. Exponential growth in the program areas thus placed an even stronger demand on the association's administrative services and there was a dramatic increase in administrative overhead costs. In addition, the majority of staff energy was also focussed on program development, and consequently, the areas of marketing and sponsorship suffered.[272] Subsequently, CWSA was unable to leverage the MIMF grants to ensure continued funding which was the foundation's vision.

While fundraising was limited, there were a few key successes with sponsorship. A new sponsor was found through the Ada MacKenzie Memorial Foundation (AMMF). An associate, involved with the AMMF group, was well connected with Superior Propane, which quickly became the official sponsor of CWSA's swimming program.[273] Its financial support, between 1991 and 1993, was over $80,000. The AMMF, meanwhile, continued to assist CWSA through its scholarship program. The original agreement with the AMMF required CWSA to develop a living bursary fund designed to be self- governing with interest used to cover bursaries. CWSA made a commitment to the AMMF to continue with this program up until such time as CWSA might renegotiate new terms and conditions.

In 1991, the AMMF balance grew to $139,854 with yearly interest of approximately $14,500. CWSA disbursed bursaries of approximately $10,000-15,000 annually and thus they concluded that the fund had reached its goal as a self-generating property. It was hoped that the additional interest could be used by CWSA at their discretion. A precedent for this divergence of funds had been set with the AMMF executive agreeing to use funds for athletes attending the Barcelona Summer Paralympics but they were not receptive to this new proposal. The AMMF reaffirmed to CWSA executive members that all funds associated with their foundation were to be used solely for the intent of its original agreement.[274]

From a sport development standpoint, 1991 was a very busy year. The 1992 Summer Paralympic Games would be held in Barcelona, Spain and in preparation for these games, CWSA decided to focus on only six sports: wheelchair basketball, athletics, racquetball, shooting, rugby and swimming.

CWSA History - 1992

1992 marked the end of the two-year planning process that began with Karen O'Neill's hiring in 1989. In what was coined, *Destination 2000*, delegates, from across the country, converged in Ottawa on January 17-19, to finalize the planning process and CWSA's comprehensive strategic plan.[275]

This process of looking forward also prompted many members to reflect on their past. Resulting from this nostalgic aura was a renewed interest in hosting a 25th anniversary celebration. In the spring, this idea became a reality and a gala event was held in Vancouver. At this event, Gary McPherson, recently named the Donald King Memorial Award recipient by the Sports Federation of Canada as Canada's outstanding volunteer sport administrator, reflected on CWSA's history. He noted in his speech that Canadian wheelchair sport had come a long way in what was really a very short period of time and the evolution from a rehabilitation focus, to a mandate of competitive excellence was attributed to the commitment and dedication of many people.[276]

During this time, the members of CWSA as a whole reflected on the social changes that occurred over its 25-year history. While recognizing that sport was not the only vehicle for social change, many members reveled in the impact that it made. Wheelchair sport encouraged and prompted positive social change, which ultimately resulted in better education, employment and a higher quality of life for persons with a disability. Other significant contributions included changes to public transportation, hospitality, architecture and wheelchair technology. This gala event thus allowed CWSA members to reflect on past achievements and look with anticipation toward its future.[277]

Beginning in the summer of 1991, CWSA made a commitment to a comprehensive planning and review process.[278] Using the phase one document as a foundation, each sport section developed a review and planning process. At a May board meeting held in Vancouver, Lori Crosby and Leanne Squair, the co-chairpersons of the planning process, presented an update. The intent of this board meeting was to discuss, finalize and ratify the plan. Barb Montemurro reviewed the planning process for the non-section sports, Scott Ogilvie for athletics and Reg McClellan and Maureen Orchard for wheelchair basketball. The board then broke into smaller groups to review and discuss the overall plan. A motion was ultimately submitted to the board to approve the planning documents in principle and wait for a full ratification from the membership at the annual general meeting.[279]

The vision for the year 2000 was "an organization, which had its own identity within the sporting community with internal and external communication that supported an environment of cohesion and collectivity." CWSA also saw itself as an association with "sufficient levels of human and financial resources to support their goals, programs and services, and would have a marketing strategy, which would heighten the profile of the sport and its participants." CWSA's shared values focused on achieving equity and access, a commitment to participant based sport development, and the provision of wheelchair sport opportunities for people with a physical disability. Finally, CWSA's strategic plan identified itself as "the leader of wheelchair sport as an advisor, resource and advocate for athletes with a disability and to the able-bodied community, media and other sectors by offering programs and services, which reflected inclusion and sport-specific development." The mission statement was ratified as "being in the business of promoting excellence and developing opportunities for Canadians in wheelchair sport." This mission was based on five areas of emphasis, which included sport development, human resource development, communication, revenue generation and administration.[280]

Sport development focused mainly on the implementation and design of a participant-based model, which included efforts to host wheelchair specific events and pursue inclusive opportunities. Human resource development focused on volunteer recruitment and retention, ensuring management policies and a continual enhancement of staffing, job descriptions and professional development. Communications included the elevation of the public's understanding of wheelchair sport while revenue generation was based on lobbying efforts directed towards the government for parity, diversifying funding sources, and ensuring a commitment to revenue generation. Finally, administration proposed a continual assessment of the organizational structure to ensure ongoing efficiency and effectiveness.[281]

During this planning process the association was able to benefit from a number of immediate opportunities. For example, an improved grass-roots development of wheelchair sport was achieved through linkages with the Active Living Alliance for Canadians with a Disability. This collaboration resulted in the creation of *Moving to Inclusion: Physical Activity for All,* manuals which provided a number of practical tips on how a physical educator could include a student who used a wheelchair, into the gymnasium and playing fields. This document was sent to every school board in the country, with the hope that this would ultimately result in a greater quantity and quality of junior wheelchair athletes.

Many of the other noteworthy projects appeared to focus on inclusion. The first of these was a think-tank held in March. Resulting from these meetings and reports was the identification of a ten-phase process, which would be pursued over the next five years. It was hoped that the end result of this process would be the full inclusion of all wheelchair sports into the able-bodied national sport organizations. The first step was the creation of a position paper titled *Sport Equity: Opportunities for All*. CWSA perceived itself as being in the business of educating, promoting and celebrating inclusion and sport equity and as a result of this perception, several other discussion papers on sport equity were produced and distributed.

While the staff and volunteers continued to work towards inclusion, a second planning phase was initiated in order to receive athlete feedback. In June, a total of 24 athletes from eight provinces were contacted and asked to participate in a phone survey. These athletes represented five different sports and both genders. One set of questions, that seemed to derive the greatest amount of discussion, pertained to the inclusion of athletes with intellectual disabilities into the Paralympic movement. As a general rule, it appeared that wheelchair athletes were against the inclusion of these athletes, while the able-bodied administrators and coaches were in support of it.[282] While differences may have existed, overall there was consensus regarding the main priority areas.

Carrying out the subsequent plans from CWSA vision was difficult, because of numerous staff changes. These created delays and in some cases, dramatically impacted how plans were carried forward. The first change within the staff was the departure of Kelly Missins and the addition of Emily McGrath as administrative assistant. The second change was the departure of Charles Drouin as technical director and the addition of Barb Griffin. Towards the end of the year Barb Griffin left the association and was replaced by Nora Sheffe. Scott Ogilvie, the athletics coordinator accepted a position with the federal government, and was replaced by Colin Timm. A new financial administrator was also hired on a part-time basis. By the end of the year, Sandy Johnson and Reg McClellan were the two senior members of the staff each with less than three years of experience. [283]

Financially, CWSA continued to search for ways of diversifying their income sources. Funding support from the government seemed strong as the *Core Sport Report*, a funding evaluation produced by the federal government, suggested that organizations dedicated to the interests of athletes with a disability were crucial. Regardless, CWSA recognized that the continuing trend towards inclusion and the downward spiral of government funding meant that eventually this preferred status would end. Unfortunately, the Canadian economy did not have the potential yield for donorship that it had several years earlier. Nevertheless, CWSA was able to leverage the excitement generated by the Barcelona Summer Paralympic Games and secure 18 short-term sponsors.

Overall CWSA ended the year by carrying a small debt. Eddie Reitenberger, the V.P. of finance, reported a deficit of $16,000 for the fiscal year of 1991-92 which was largely the result of $80,000 lost in projected revenues from the Great West Entertainment (GWE) telemarketing campaign. The 1992-93 budget was subsequently re-drafted and reduced by $140,000.

Part of the financial drain may have been the result of an expanding membership, which rose from 2000 in 1988 to 3500 in 1992. This was reflected by an increase in competitive sport opportunities including a national, junior wheelchair basketball league and hosting of the 1994 Wheelchair Basketball Gold Cup. At the same time, the 1993 Foresters National Games did not receive any hosting bids and it was doubtful that the games would continue. This was the result of numerous factors including sport specific development and the perception of a decreasing quality in the competition. The other three disability sport associations decided instead, to host their own national track and field championships in Abbotsford, British Columbia. [284]

CWSA History - 1993

When Karen O'Neill was hired as Director General, the CWSA began to develop a comprehensive strategic plan. Three years later, CWSA was ready to begin its implementation. Significant changes within the organization's structure, staff, board, and environmental context, however, necessitated a confirmation that past decisions were still relevant. The executive committee members thus met to review future directions with unanimous agreement that CWSA should focus on a number of areas: liaison representation, education, communications, advocacy, finance, event sanctioning, coaching development, player recruitment, athlete services, team selection and management, officials development and volunteer and staff management. Agreement also was reached regarding the association's guiding principles. These included the provision of a cradle to grave sport system with life-long opportunities being of the highest quality, accompanied by the appropriate levels of coaching, officiating, administration and organization. It also was agreed that the desired future of CWSA needed to be based on a fully inclusive able-bodied sport system that would assume full responsibility for equitable sporting opportunities.[285]

During this planning process, the CWSA executive committee identified a number of possible threats and opportunities. These included the prospect of an able-bodied sport dropping its responsibilities to athletes with a disability if it experienced an unexpected financial constraint. Other threats included problems associated with trying to include orphan sports such as wheelchair rugby, which did not have a natural able-bodied link or affiliation. A final concern was the difficulty of including wheelchair basketball into Basketball Canada. Wheelchair basketball leaders did not see their sport as a disabled version of the stand-up game but instead perceived it as a completely different, although related, experience. Other more generic threats to CWSA pertained to the environment, the organization, corporate will and the availability of resources.[286]

Environmental influences referred to the milieu that CWSA operated within with primary factors being increased awareness, acceptance and equity. Government priorities, the future of the National Sport and Recreation Administration Centre, costs for rental space, competitiveness of service, were included under this general heading. Other issues associated with the organization included the relationship to provincial partners, regarding funding, strategic plans and their support of CWSA's goals. Inclusion was addressed by keying on the acceptance of able-bodied sport organizations for social responsibility. Corporate will was the third area that executive members identified as having a potentially direct influence on the association's organizational strategies and here the focus was on providing value to the sponsor for their support instead of relying on gestures of good-will. The fourth and final realm of the environmental scan focused on resources and the need for CWSA to broaden its base of financial support.[287]

Following this re-evaluation, the executive committee pronounced CWSA ready to begin operationalizing its strategic plan. Unfortunately, a number of changes occurred at both the board and staff levels, as well as, within the environment, to make this difficult.

At the board level the structure was altered to accommodate two separate groups. The first was the membership, which included provincial and sport representatives. The second was the executive board, which included the President, President-elect, V.P. of finance, V.P. of human resources, V.P. of communications and marketing, the Director General as a non- voting member, and three members at large. A result of this restructuring was membership electing the executive board, which then had a smaller management committee that would oversee more of the day to day operations of the association. The older organizational structure had individuals on the board as part of the membership. Others changes included the addition of a President-elect and the inclusion of sports section representatives. The position of President-elect would only remain for one year. The creation of three members-at-large positions enabled directors to have non-designated portfolios, with the mandate to focus their attention on various pertinent issues. Changes to terms of office were adjusted so that the timelines were staggered to provide overlap and some semblance of continuity.[288] The lack of athlete representation also continued to be a hotly debated subject.[289]

Structural changes on the board were implemented to better reflect the new organization and recognize the need to become leaner, both fiscally, and administratively. Expenses were saved, as the change meant a reduction from 28-members, which met twice a year, to a seven-member board that met in person only twice a year with frequent conference calls.[290]

The new board members elected at the AGM in November, were Doug Anderson, as V.P. of human resources, Maureen Orchard as V.P. of marketing and communications, Don Royer, David Hinton and Corrine Ambor as members at large and Laurel (Lori) Crosby as President. The position of V.P. finance was left vacant although Darryl Leitch would fill the position four months later. The three retiring board members were Barb Montemurro, Eddie Reitenberger, and Jean Paul Charlebois.[291]

The new President, Laurel Crosby had been involved in wheelchair sports for over 20 years, starting out as a volunteer at the G.F. Strong Rehabilitation Centre in Vancouver. She became an active volunteer for wheelchair sports in British Columbia as a track coach, and went on to manage a number of CWSA teams. These included teams competing in Puerto Rico, France, and at the 1992 Paralympic Games in Barcelona, Spain.

CWSA's staff also experienced a great deal of change during this year. O'Neill resigned as Director General. O'Neill recognized that her strengths and interests were not in the marketing and fund-raising areas, which were clearly identified as crucial requirements for the upcoming years.[292] Following O'Neill's resignation, a selection committee of Ray Allard, Laurel Crosby, J.P Charlebois and Eddie Reitenberger would ultimately choose Janet Gates as the new Director General.

Gates had accepted a number of promotions in the Ontario provincial sport system but had reached middle management and knew that there were two professional avenues left to pursue. The most logical and exciting one was directing a national sport organization. She was an extremely active skier, but decided against working with her hobby. Instead, she searched for a sport where she could feel or experience the same kind of passion. Wheelchair sports fit all of these requirements and while her background in disability sport was relatively weak, she had developed a strong advocacy background working principally with women. Gates assumed that the same advocacy skills and passion that had made her successful in speaking on behalf of female athletes could easily apply to athletes with a disability.[293]

Within two-months, CWSA experienced almost a complete overhaul of its board and staff. O'Neill and McPherson resigned and with the exception of two people, a completely new board was elected.

After Gates was hired, her first agenda item was to complete a staff audit. This evaluation confirmed a number of the board's assumptions including the recognition that marketing needed to be a major part of the Director General's responsibilities. At an executive committee meeting in November, Gates reported on the staff audit with two key recommendations: designate specific human resources to inclusion and sport specific development while maintaining a level of service to the sports, and ensure quality of communications from CWSA to the membership, sport partners and the general public.

As a result of these recommendations, a motion was passed whereby the former staff position of sport director, would be changed to inclusion sport development director.[294]

Improvements to communication, meanwhile, focused on enhancing existing mediums, while also producing a new bimonthly *Communique*. CWSA also planned to publish an athlete handbook and develop an athlete profile database, which would enable quick responses to media inquiries. Finally, CWSA tried to ensure athlete input into its decision-making processes by recruiting retired athletes for volunteer committees. Unfortunately, after all of these efforts the biggest concern expressed by provincial offices and volunteers was ineffective communication.[295]

From a political perspective, CWSA was also heavily influenced by change. A number of ministerial changes included the naming of Michel Dupuy as the new Minister of Canadian Heritage and Diane Marleau is Minister of Health. The federal government was also coming close to circulating the *Core Sport Report*, which would address ways in which the government could categorize sports and its financial contributions.[294] While it wasn't officially released until the spring of 1994, the rumours of its ramifications had a direct impact on several national sport organizations. Rumors relating to the report included the possibility of several sports losing their funding. Many national sport organizations responded to these rumors by becoming very inwardly focused and preparing for worst case scenarios. This hurt CWSA in that they were unable to implement many inclusion-based strategies. The process used to create the *Core Sport Report* also affected CWSA as it was assessed under a special target group category. While this segregation ensured that CWSA would retain a higher level of funding, it also meant that other sports would perceive them as special. CWSA thus found itself in a difficult position. They knew they had the expertise, resources and mandate to serve as an essential partner in the evolution of an inclusive, equitable Canadian sport system and they knew, that they wanted to be judged on their own unique ability to facilitate a more inclusive and equitable sport system. The special priority designation given to CWSA, however, opened them to the whims of changing government priorities, particularly in the area of entry- level criteria. The challenge, under Core Sport funding, within the special priority category, therefore, was to have the criteria structured to meet the association's evolving needs, while not making the government appear to be overly generous.

As noted earlier, one of the biggest difficulties that faced Gates and Crosby was the deficit. Towards the end of O'Neill's term as Director General, Eddie Reitenberger, V.P. of finance, reported that the goal of 1992-93 would be to break even. With this in mind, O'Neill ordered a one-month spending freeze for all staff. Unfortunately, while the debt from 1991-92 was $6,501.00, by the end of 1992-93 it grew to $66,932.00. By the time Gates was hired as Director General the debt had risen to $73,433. To address this spiraling deficit, Gates immediately recommended cuts totaling $56,000 to reduce the deficit to $17,433. Reitenberger reported, however, that the federal government was planning to reduce their funding by 10%, which meant a further reduction of $50,000.00. By the end of the 1993 fiscal year, the accumulated deficit was $140,000.00[297] and the board responded with a five-year reduction plan.[298]

It was very difficult to lower the deficit, however, as all three of CWSA's major funding sources simultaneously imposed massive cuts. In June 1993, Canadian Heritage Minister, Michel Dupuy, announced that the federal government would be fundamentally altering its strategy and approach to funding amateur sport. The Heritage Ministry was responsible for amateur sports spending, although it accounted for less than three percent of the Ministry's budget. Dupuy's *Task Force on Federal Sport Policy* and the results from the Core Sport commission convinced Dupuy that the government was endeavouring to support too many sports. This perception was based upon a comparison with other countries with a similar population base suggesting that Canada funded an extraordinarily large number of sports. Dupuy argued that Canada could no longer afford this practice and significant cuts to a number of national sport organizations would follow.[299]

The second main source of funds that reduced its contributions to CWSA was the Man in Motion Foundation (MIMF). CWSA had tried to address its financial problems by proposing a reduction in the MIMF provincial allocations by $2,500.00 but CWSA's members quickly defeated this motion. MIMF then announced that the application procedures would change with funds no longer being presented in one lump sum but awarded based on individual project submissions.[300]

To prepare for the decreases from both the MIMF and the federal government, CWSA concentrated on improving its fundraising initiatives. The organization made a commitment, however, not to fundraise using sympathy angles and instead focus on the promotion of elite athletes. The organization began to allow specific sports to fundraise on their own behalf and provincial associations and local clubs were also undertaking enormous fundraising ventures. As a result of this multiplicity of fundraising programs, there was the potential for flooding the markets and causing confusion amongst donors. In order to address these issues, a number of discussion groups were formed, the first of which concluded that education both internally and externally would be a key element.

To appease the provincial affiliates, it was decided that a shared approach would be appropriate. One of the first initiatives using the sport-first approach was a direct-mail program. A pilot project in British Columbia was delivered from May to July 1992, with a mailing to 10,673 Vancouver households. This project produced a 2% response rate with a net loss of $6,161. Pilot project number two was held in British Columbia and Alberta from November to February 1993 with a mailing to 5,962 Vancouver households producing a 1.8% response rate and a net loss of $2,302, while a mailing to 3,914 Edmonton households returned a 8.5% response rate and a net profit of $2,729. Based on these poor results, it was concluded that direct-mail programs might be better suited for provincial or community affiliates.[301] CWSA decided that it might be more lucrative to focus on the corporate community. The second and third options were to secure grants from foundations, and to pursue donations from banking institutions.

With financial difficulties mounting, CWSA faced a major turning point in its resource development strategy. Up until 1993, CWSA enjoyed strong funding from MIMF, the government and fundraising. With the MIMF and government sources dwindling, and the new fundraising approach returning a much smaller return then anticipated, a drastic response seemed necessary. Ultimately, CWSA decided to return to the feel-good approach of telemarketing.[302] While CWSA members were uncomfortable with this approach, financial constraints made it difficult to overlook. Ultimately, even this approach failed to produce significant returns, as telemarketing as a whole, was looked upon with disdain by the public.

CWSA responded by trying to save money. The travel policy was revised with the provinces being responsible for athletes attending national championships. There also were numerous discussions regarding the use of CWSA's charitable tax number and whether it could be loaned to provincial wheelchair sport offices for a fee.[303] Many of these changes, however, resulted in minimal savings and further strained the relationship between CWSA and their provincial partners.

While funding decreased, the responsibilities did not. In 1993, eight sports were under the auspices of CWSA's umbrella: archery, athletics, basketball (becoming incorporated March 3rd 1994), racquetball, wheelchair rugby, shooting, swimming and tennis. Swimming was close to completing an official memorandum of understanding (MOU) with Swimming / Natation Canada. Wheelchair basketball, meanwhile, took a different route and on November 14th a motion to pursue incorporation for the Canadian Wheelchair Basketball Association (CWBA) was passed.[304] Concern was expressed regarding this move as it appeared to be the vision of only a few key individuals.[305] CWSA became significantly weaker by this loss as united, various sports might capitalized on each other's profile and continued their joint advocacy role.[306] Nevertheless, Reg McClellan, CWBA's new Executive Director, moved his office into Basketball Canada's, the creation of CWBA was still not officially recognized by the federal government, or the international disability sport governing bodies.

Athletics, in a similar fashion to wheelchair basketball, continued to explore the possibilities of becoming included within Athletics Canada. The non-section sports of tennis, shooting and others, meanwhile, continued to progress with an inclusive mandate at a much slower rate. [307]

While these inclusion-based initiatives progressed, several others appeared to take on lesser priority. The Junior Sportsfest model for example was abandoned. Instead, the various sport sections were asked to address the need for grass-root development.[308] What seemed to happen, however, was a continued focus on elite competition. This focus may have resulted from the sudden influx of competitive opportunities in prestigious media friendly, able-bodied events, including the 1993 Canada Games in Kamloops and the 1994 Commonwealth Games in Victoria.[309]

Elitism also became more attractive and prestigious following the success of the 1992 Paralympic Games in Barcelona, and the growing in influence of the International Paralympic Committee (IPC). At the CWSA President's Forum in November, Don Royer, both a V.P. member at large on the CWSA executive committee, and a new representative on the ISMWSF board, provided an update on international disability sport. Royer reported that the IPC had a very broad mandate and expanded its jurisdiction to include most major international events. In addition, the IPC was in the process of creating sports sections, which would result in even more sport autonomy. Thus, both ISMWSF and IPC had athletics sections, which lead to some confusion at the international level. This confusion may have impacted the Stoke Games, which were being held in Milan, Italy. Registration numbers were so low that they were cancelled and rescheduled for England the following year. At these games, ISMWSF decided to host events only for swimming, snooker, table tennis, bowls and weight lifting. None of these sports were a high priority for CWSA and thus a Canadian team was not sent.[310]

While numerous changes were occurring at the organizational level, the athletes themselves were becoming less involved as volunteers. It appeared that as wheelchair sport gained a higher profile, athletes were forced to train even harder. An additional reason for the decline in volunteerism was that CWSA moved further away from a programming role, and began to take one of advocate. The day-to-day operations of CWSA therefore, became viewed as less relevant to the individual athlete. The final rationale for this change was that as CWSA moved further and further towards an elite sport model it was turning away many of the volunteers who were involved in junior level and recreational components.[311]

CWSA History - 1994

In 1994, three different Director Generals guided the staff, which included ten different people over a twelve month span. Janet Gates resigned in early June, and was replaced by Kathy Newman. Newman was the Executive Director of CWSA-BC, and would fill the vacant Director General position on an acting basis until November. Clare Gillespie, who worked for the Canadian College Athletic Association (CCAA), was hired as CWSA's Director General. These managerial changes came at a difficult time for CWSA, as it was only beginning its operational plan while also trying to deal with a number of contentious issues in sport development and finance.

With the hopes of communicating a shared vision, CWSA began 1994 by publishing the *Pink Paper*, which outlined its new mandate. In this paper, CWSA defined itself as a nurturer and advisor rather than as a watchdog or big brother. The top priority for CWSA was financial solvency, which would be addressed by reducing the deficit and raising revenue. CWSA would also restrict the number of activities or sports that they governed by prioritizing current activities.[312]

Changes in the staff, however, made many of these goals difficult to achieve. In late 1993, Sandy Johnson, CWSA's director of communication left for a position with the

Royal Lifesaving Canada. In January, both of CWSA's administrative assistants departed, with Karen McMillan taking a maternity leave and Emily McGrath starting a new job with Softball Canada. David Legg was hired to replace Karen McMillan and was almost immediately given the additional mandate of sport coordinator responsibilities because of Nora Sheffe's decision to leave CWSA and start a new position with Fair Play Canada. To replace McGrath a number of temporary employees were utilized until Shirley Joseph was hired, two and half months later, on a full-time contract.[313]

As a result of these massive changes, communication between board members, staff and the membership was strained. Most CWSA members seemed unsure as to who was doing what, and for how long. Janet Gates recognized these concerns and provided a number of recommendations to the board. Her first suggestion was that CWSA hire a communications director who could be responsible for the defunct *Communique* and *Wheeler's Choice* newsletter. Janet also promised to provide weekly briefings to the President and biweekly briefings to the board and provincial offices, thus keeping them updated on the changes occurring at the national office.[314]

After the initial rash of staff turnover subsided, a staff retreat was held met in May to discuss the upcoming two-year operational plan. A draft of this plan was presented three weeks later, at a board meeting in Whistler, British Columbia. At this meeting, however, Janet Gates tendered her resignation. The financial coordinator Murray Sudlesky's contract was then terminated and Kathy Newman was asked by Laurel Crosby to move to Ottawa and become the acting Director General until a suitable replacement could be found. Newman moved to Ottawa, while her family remained in Vancouver.[315] David Legg completed his contract in July when Karen McMillan returned from her maternity leave. Colin Timm who was responsible for athletics was also given Legg's former responsibilities of dealing with the non-section sports and inclusion programs. Shirley Joseph was asked to take the responsibilities of bookkeeper, in addition to her position as administrative assistant. A few months later, Clare Gillespie was hired as the full-time Director General. Needless to say, a number of initiatives from the operational plan were placed on hold while the staff continually re-oriented themselves to the association's new vision and to each other.

There were similar, but fewer, changes within CWSA's board. Maureen Orchard resigned as Vice President of marketing and communication, in order to fully commit to the position of President for the Canadian Wheelchair Basketball Association (CWBA). In December, a formal restructuring of the board, which provided a new emphasis on partnerships and revenue generation took place. This restructuring saw the board reduced to eight members, including the Director General who was given the sole mandate of marketing and communications.[316]

In spite of these massive changes, CWSA still moved forward with its operational plan. The plan was ratified by the board and staff and flowed directly from areas of emphasis outlined in the official strategic plan created several years earlier: sport development, revenue generation, human resources, advocacy, and communications.[317]

The organization as a whole, however, still did not have a clear vision of how to pursue their mandate, which was reflected by the needs-assessment survey, conducted at the Whistler planning meeting. This assessment noted that several members perceived personal agendas as driving a number of activities.[318] Concerns were also expressed with CWSA's new focus on advocacy. CWSA wanted to consider itself athlete-focused, but found that this was difficult when the primarily clients were hard to identify with wheelchair athletes in most cases no longer under the governance of CWSA.[319]

With the hopes of further facilitating the inclusion strategies, CWSA produced a framework for future development. This document, known as the *Sport Development Inventory* (SDI), would assess each organization and identify the support it required. Each sport section was asked to grade itself on membership statistics, organizational formations, coaching, and technical development. Ultimately, it was hoped that the SDI would identify what was needed to ensure continued growth and a greater likelihood of being accepted into able-bodied organizations.[320]

This new inventory, while helpful, was difficult to complete. The able-bodied sport system was ravaged by funding cuts from the federal government as organizations such as the Shooting Federation of Canada (SFC) experienced massive downsizing.[321] As a result, it was often difficult and time consuming to identify responsibility for completing the inventory and obtaining accurate information.

While inclusion into some sports was hindered, others continued to move forward. The Canadian Archery Federation created a wheelchair archery coordinator position and published a *Physiotherapists Guide to Archery*, a *Club's Guide to Wheelchair Archery Clinics* and an addendum to its Level I NCCP coaching manual. Other wheelchair sports including wheelchair rugby and tennis, meanwhile, created their own management committees mimicking the same evolutionary stages of wheelchair basketball and athletics.

Wheelchair basketball, through the creation of its own separate association pursued greater autonomy by asking Sport Canada for funding as an independent sport.

The government consultant to disability sport, Ray Allard, in a letter to Reg McClellan, suggested that this would not be possible. Allard clarified in his letter that CWBA did not meet the recognition criteria in the current sport recognition policy, and he further reiterated that Sport Canada recognized Basketball Canada as the national governing body for the sport of basketball. Wheelchair basketball, in Sport Canada's opinion, was a modification of the stand-up game, and, therefore, was not a separate or distinct sport. Finally, Allard stated that while he understood CWBA encouraged the participation of able-bodied athletes in wheelchair basketball, and therefore its philosophy on integration differed from Sport Canada and many other National Sport Organizations, his position remained unchanged.[322]

Recognizing that CWBA might not receive the amount of funding from Sport Canada that they had hoped, McClellan requested greater support from the CWSA. Maureen Orchard, President of CWBA "reminded the board that CWSA assisted CWBA two years ago, in the drafting of a financial plan for the inaugural start-up years of CWBA, and that this plan indicated a percentage commitment from CWSA." Orchard further stated that, "to be fair to CWBA, this commitment should be honoured." [323]

Athletics also moved towards greater autonomy while at the same time pursuing a multi-disability format with the inclusion of representatives on their committees from the Canadian Cerebral Palsy Sport and Recreation Association (CCP-SRA) and the Canadian Amputee Sport Association (CASA). This change was partially the result of changes already occurring in international disability sport.

Athletics received an enormous promotional boost in 1994 from the inclusion of wheelchair track athletes at the Victoria Commonwealth Games. This inclusion resulted from years of lobbying by Rick Hansen and the International Paralympic Committee's (IPC) Commission for the Inclusion of Athletes with a Disability (CIAD). In April 1991, the Commonwealth Games Federation (CGF) General Assembly approved the inclusion of six events for athletes with a disability, for the 1994 Victoria Commonwealth Games. The approval of full team member privileges and status represented a historic commitment on the part of the CGF and the Victoria Commonwealth Games Society. It was hoped that the successful staging of these events in Victoria would ultimately assist CIAD's lobbying efforts for the inclusion of events with full medal status in the 1996 Olympic Games, and the 1998 Commonwealth Games in Kuala Lumpur, Malaysia.

While various sports appeared to be gaining strength through these inclusive programs, financially CWSA was struggling. Following the resignation of Janet Gates, the deficit was calculated to be $145,000.00. To address this, CWSA prepared an annual budget that would create a surplus of $15,000.00 and it was hoped that these actions would help eliminate the deficit after five years. This vision, however, did not take into account further reductions from the Man in Motion Foundation (MIMF) and Sport Canada that would be announced later that year.[324]

Funding from the federal government changed, in part, because of a new Sport Funding Accountability Framework (SFAF) for able-bodied sport organizations.[325] The federal government endeavored to re-shape its contribution program and focus on fewer sport organizations. Originally the fear of cuts was high, as the Core Sport Report published in 1992 suggested that disability sport organizations should be assessed under the same guidelines as able-bodied sport organizations.[326] Ultimately, however, it was decided that there should be a modified assessment system for CWSA.[327] Regardless of this change, CWSA still received a significant funding cut.

Another major change to CWSA's funding came from the Man in Motion Foundation (MIMF). In 1994, MIMF announced that former-funding practices would be replaced by project specific funding, commencing in January 1996.[328] CWSA had benefited from eight years of funding from the MIMF, totaling over $3.3 million. MIMF recognized, however, that long-term dependency on their funds could have a negative impact on the association and that fluctuating interest rates made long-term commitments difficult.

The Ada MacKenzie Memorial Foundation (AMMF) also informed CWSA that ongoing funding for the bursary program would soon expire. The AMMF was founded in 1975 with the objective to provide financial assistance for disabled athletes, and through an annual ladies golf tournament, revenues were raised to support the fund. Between 1975 and 1993, the fund raised $682,695.00, of which $470,245.00 was given directly to the CWSA. In March 1993, Janet Gates received correspondence from the President of AMMF, indicating it's intent to discontinue the annual fundraising event. The last contribution of $15,000.00 was received in the 1994-95 operating year and $13,234.00 in bursaries was awarded.[329]

In 1991, a report, prepared by Sandy Johnson, identified the terms and conditions of the AMMF bursary fund.[330] Although Johnson reported that a written contract on file did not exist, the report indicated that the original agreement called for CWSA to develop a living bursary fund that would be held in trust with revenues not expended on bursaries. The resources of this fund were to be increased to $100,000.00 (in 1980 currency terms), and would be used as a self-generating bursary fund with the interest covering the costs of bursaries. As the fund grew to $244,874.00, CWSA's auditors suggested that a change in funding guidelines should be negotiated.[331] CWSA approached the AMMF in 1992 to ask their permission to use funds in other areas. In 1994, CWSA arranged a second meeting with members of the AMMF board to request their permission to alter the original agreement. During that meeting, Dainty Snyder, AMMF chairperson, stated that the AMMF was not interested in continuing with the annual golf tournament and that they would not give permission for a re-allocation of their funds.[332]

CWSA, in order to compensate for these changes pursued a number of new sponsorship initiatives. This was not easy however, as the top executives for CWSA did not have the time or contacts needed to nurture strong relationships with major corporations. The top two marketable sports, wheelchair basketball and athletics, had already left CWSA or were preparing to become part of the able-bodied sport system and CWSA was thus left to ponder what it could offer to a potential sponsor.[333]

Regardless of these challenges, a number of small initiatives were pursued. One successful venture was signed with Corel Incorporated to sponsor the national wheelchair tennis championships in 1995. Kathy Newman revived a corporate campaign initiated by Karen O'Neill in 1992, which had generated $9,200.00 in support of athletes attending the Barcelona Paralympics. In 1994, Newman used the same database, and raised $8,500.00. CWSA also continued to receive funds from a Great West Entertainment (GWE) telemarketing campaign based on the Metro Toronto Wheelchair Challenge.[334]

Finally, some strategic initiatives were debilitated because of organizational difficulties within some of the provincial associations. The Newfoundland and Nova

Scotia wheelchair sport associations were close to claiming bankruptcy but CWSA, in order to maintain its status as a national sport governing body, required a minimum number of provincial affiliates. The Director General, Gillespie traveled to the Atlantic region for a meeting where various provincial associations were able to come to an agreement that would maintain as provincial affiliate status.

CWSA History - 1995

With the hiring of Clare Gillespie as Director General in the fall of 1994, CWSA settled into a relative sense of order and continuity. The staff remained somewhat stable with the only change being to the position of communications and marketing. The board agreed at its planning meeting that the area of communications was a major priority.[335] Lorraine Lefreniere was subsequently rehired after a two-year hiatus to work on a part-time basis. Although CWSA benefited from her expertise, she chose to resign in October 1995. A full time director of communications, Roch Pilon was then hired in early December 1995.[336]

With the hiring of Pilon, the staff grew to five members. The other four included Clare Gillespie, Colin Timm, Karen McMillan and Shirley Joseph. This group was collectively responsible for fulfilling the two-year operational plan, which was jointly produced by the executive committee and the staff in July 1994. Lydia Curran was then hired on a contract basis to re-write several human resource policies.

For the second time in three years, the national office was relocated within the National Sport and Recreation Administration Centre to reduce overhead expenses. This move was completed by mid February with the savings being used to update office equipment: new computers, email access, and a fax machine.

Maintaining this pattern of downsizing, the executive committee reduced its size from eight to seven members. At the February AGM, none of the positions on the committee were contested and the membership accepted, by acclimation, both Tom Proszowski as V.P. of marketing and communications and Henriette Groeneveld as member at large.[327] The executive committee also accepted the mandate to revise the letters patent and the by-laws in order to allow for the evolution of a more dynamic organization. This was formally presented to the membership for ratification in January 1996. As part of this restructuring process, a planning meeting was held in the summer of 1995 to review and revise the job descriptions of CWSA national office staff.

One of CWSA's focuses was developing new alliances and reaffirming old ones. The relationship with *Abilities Magazine* was continued with the magazine acting as CWSA's main source of national communications. CWSA provided the magazine with $1,500.00 per issue for the rights to print four colour pages. Other communication-oriented partnerships included the publication of a revised CWSA brochure, athlete biographies, and the creation of an internet web-site. Finally, CWSA entered into a partnership agreement with Insight Productions and The Canadian Centre for Drug Free Sport to produce a television segment *Get Into It*.

From a competition standpoint, CWSA examined the possibility of merging with the Canadian Amputee Sport Association (CASA). This initiative, however, never reached fruition.[338] Mergers were also discussed at the provincial level when the Nova Scotia Wheelchair Sports Association (NSWSA) withdrew their CWSA membership because of financial difficulties. Discussions then ensued as to the possibility of forming a regional category for the Atlantic provinces.[339]

Financially, CWSA continued to focus on lowering its deficit. This was not easy, however, because of additional decreases in funding from traditional revenue sources. To deal with these concerns, the CWSA executive committee created a marketing advisory committee with Tom Proszowski as chairperson. On July 19th, the committee met in Toronto to discuss the long-term marketing and fundraising strategies for the association. One of the conclusions resulting from this meeting was the need to hire a consulting firm to conduct a mini-audit of CWSA's marketing and fund-raising initiatives. The audit revealed a number of possible avenues worth pursuing, but seemed to focus on the need to hire a professional fund-raiser.[340] This option was strongly supported by Mr. Proszowski but the other executive members of CWSA were less enthusiastic. The executive committee suggested instead that they reduce the debt through other means and they were optimistic that its efforts would prove fruitful.[341] In order to accomplish this all expenses were closely monitored with monthly statements produced by each staff member.

In September 1995, Darryl Leitch, the V.P. of finance provided a brief overview of the 1994-95 operating budget, where she indicated that CWSA was on target with its deficit reduction policy. In December 1995, however, Leitch suggested that the forecasted surplus would be slightly off target. Once again, the funding changes from the traditional sources including the Man in Motion Foundation (MIMF), the federal government through Sport Canada and the telemarketing campaigns run by Great West Entertainment (GWE) were less than budgeted.[342]

Funding from MIMF had, for the first time, changed from block funding to project-based grants. Three projects were submitted by CWSA to the MIMF, including a fundraising mail campaign, sport development through a variety of training camps and improved communication through the creation of a promotional video. None of these projects were supported by MIMF.

In addition to the decrease in funding, CWSA was also affected by direct competition from the MIMF and their preparations to host a 10th anniversary celebration of Hansen's world tour. The *WhyNot Marathon* also presented competition to CWSA's fundraising initiatives. Vim Kocher, a philanthropist from Toronto, and chairperson of the Canadian Foundation for the Physically Disabled Person, organized this marathon as a public awareness tool for the 1996 Canadian Paralympic team. Although $1,800,000.00 was raised from this tour, a deficit was still incurred as expenses ran well over $1,900,00.00.[343] While the tour was not necessarily successful financially, CWSA members wondered if it hurt their own fundraising ventures because of an over-saturated market.

The second main funding source that decreased, was the federal government. As soon as archery, shooting and racquetball became fully integrated into the able-bodied sport system, CWSA was told to expect even further cuts. Overall, there would be a 20% reduction in specific funding and an additional 11% decrease created by increased costs in rent, or decreased service subsidies.[344]

On April 25th 1995, the government of Canada notified twenty-two national sport organizations (NSO) that their funding was cut. Thirty-six other NSOs also received letters stating that their federal funds would continue but only for one more year.[345] At the same time, several sport service groups in the national centre were informed that their funding would be cut by up to 30%. The federal government's Heritage Ministry made it very clear that it wanted to get out of funding of sport administrators and, instead, place a higher emphasis on high-performance athlete development and coaching.[346]

The final traditional source of funding that slowly depleted was telemarketing. The Great West Entertainment (GWE) campaign in the greater Toronto area for the Metro Toronto Wheelchair Challenge (MTWC) showed a continual decline.[347] Telemarketing campaigns in Québec, British Columbia, Alberta and New Brunswick were also declining. In 1996, Mike Platz of GWE would report to CWSA that the decline in the MTWC telemarketing campaign represented a drop from 1995 of approximately $75,000.00 in gross revenues. In his estimation, the decline was attributed to a wane in both business and residential sectors. With the hopes of rejuvenating this campaign, GWE suggested that they start a rural program in both Western Ontario and St. Catharines.[348]

Athletes also started to question the merits and ethics behind telemarketing campaigns. Jeff Adams a wheelchair racer, refused to have his name associated with a CWSA direct mail campaign. Fears were also expressed that phone lists were being pirated and the key donors being approached prior to CWSA's solicitations. Other phony, organizations were also raising funds, specifically through telemarketing, under the premise of wheelchair sport. This unethical competition significantly cut into CWSA's fundraising capabilities and required valuable time of its employees to deal with their associated negative publicity.

Tom Proszowski, the V.P. of marketing, recognized, based on these various concerns, that a radically new approach to fundraising was needed and he recommended the hiring of the consulting firm, Community Charitable Counseling Services of Canada.[349] The board agreed with Prozowski's recommendations and mandated the consulting firm to conduct a marketing and public relations mini-audit of CWSA. The second step in Tom Proszowski's plan was to discuss the merits of choosing a different fundraising company other than GWE. Numerous proposals were tendered and after serious consideration, Mr. Proszowski recommended that the board hire John Bouza and Associates. After a long deliberation, the executive committee decided to retain the services of GWE.[350]

The various sport sections, cognizant of the association's financial constraints, tried to develop plans that required minimal assistance from the national office. To assist them, the national office circulated the *Sport Development Inventory* (SDI). The SDI, developed in 1993 already required upgrades and thus an ad-hoc committee was formed with the mandate to provide leadership, guidance and related specialized services to sport members. The first objective of this group was to refine the SDI and ensure that sports were involved throughout the implementation and evaluation processes. The final two objectives were to provide evaluation feedback to the sports based on the SDI, and to report on and provide recommendations resulting from the SDI process to the CWSA board.[351]

The sport sections tried to become more involved with the decision-making processes within the association, and they were successful in attaining voting status on the executive committee. In reality, however, the sport sections had limited power as each had only one vote, while the provinces had ten, and the executive committee retained seven. With the hopes of rectifying this continued dichotomy, two discussion papers were submitted to the executive committee with one suggesting that there be an official athlete representative on the executive committee.[352]

Results from the SDI process ultimately provided a great deal of assistance to sports such as wheelchair rugby and tennis by clarifying the need for organizational development. The SDI also identified the need for sports sections to host committee meeting and discuss issues pertaining to inclusion, communication, provincial development, and recruitment. Within recruitment, it was suggested that the different sports should utilize an information package with a promotional video sent to remote areas. A need to link with other partners, including the Canadian Paraplegic Association (CPA), March of Dimes, and Spina Bifida Associations was further recommended. Inclusion, however, was the topic of greatest concern. Inclusion into some able-bodied sport environments proceeded to the point where CWSA envisioned itself being defunct by the year 2000. In other sports, inclusion was being thwarted because of financial realities. Racquetball Canada (RA) and the Canadian Federation of Archers (CFA) were deleted from the government slate of funded organizations and scaled back their programs. Efforts to integrate wheelchair tennis into Tennis Canada (TC) were also hindered because of funding cuts, as the staff person for Tennis Canada, responsible for developing the inclusion Memorandum of Understanding (MOU) with CWSA did not renew their contract.[353]

The MOU between CWSA and CWBA progressed slowly. In January 1994, a committee was struck by CWSA with Maureen Orchard preparing a draft MOU. CWSA declined to sign it and after several revisions re-circulated it. After due consideration, CWBA's board decided that the MOU was not acceptable because of issues pertaining to representation on ISMWSF, preparation of teams competing in wheelchair specific competitions and communication. Negotiations continued for two years until both parties agreed that instead of an MOU a letter of agreement would be signed.[354] After lengthy discussions at MIMF meetings in Vancouver, a revised agreement was developed, which was later signed at the CWBA AGM.

The final inclusion-based issue that CWSA addressed was communicating the nuances of various MOUs to CWSA's provincial members. It was extremely difficult for administrators to deal with the vast number of different agreements and responsibilities, especially when they varied from province to province. As a result, the transfer of responsibilities for wheelchair athletes occurred with little synchronicity.[355]

CWSA History - 1996

In 1996, CWSA was faced with an enormous financial challenge, which ultimately led to a questioning of its ability and need to remain as a viable national sport governing body. Sport Canada decided to pursue fast tracked inclusion, which meant an immediate transfer of athletes with a disability into the able-bodied sport system. Financially, this meant that Sport Canada would be transferring most of the sport technical and administrative funding that was previously earmarked for CWSA to various able-bodied sport organizations. This change represented a potential 1/3 loss in annual revenue for CWSA. The Man in Motion Foundation (MIMF) delivered its final grant to CWSA in 1995, and this loss also represented a 1/3 loss in annual revenue. Finally, fundraising which was primarily the responsibility of Great West Entertainment (GWE) significantly declined from the previous years, and was perceived to be continuing downward. Once again, this source of funding represented close to a 1/3 loss in annual revenue.

From Sport Canada's perspective, the funding cuts would eventually reflect feedback from the Funding and Accountability Framework for Athletes with a Disability (FAFAD).[356] Between January and April 1996, CWSA worked towards the completion of this intensive document, which included a three-part questionnaire. Scores were based on three main categories including high performance, sport development and management.[357] The analysis included site visits to major international competitions and extensive reviews of NSO annual reports, and funding submissions. The federal government's assessment concluded that in disability sport, the technical competency was severely lacking. In particular, they were disappointed with the complete lack of qualified and trained coaches, and poor relationship with the National Coaching Certification Program (NCCP). Most disability sports, in the government's opinion, were not operating at a national caliber. Sport Canada, believed that the best way to alleviate this was to fund one national sport system.[358]

Inclusion of athletes with a disability into the able-bodied sport system was for many, the primary strategy for CWSA over its thirty-year history.[359] Its adoption and promotion as fast tracked inclusion by the federal government, however, made it an immediate reality instead of a far-off vision. Swimming finalized its inclusion into the able-bodied sport organizations while archery, basketball, racquetball and shooting continued to formalize their memorandums of understanding. On December 11th 1996, Ray Allard confirmed during a meeting with Athletics Canada (AC) that resources from Sport Canada would be allocated directly to AC in order to provide services for athletes with a disability. Following this announcement, CWSA tried to finalize the negotiations with Tennis Canada, and identify a logical home for wheelchair rugby.[360]

One of the challenges that pertained to inclusion of athletes with a disability into the able-bodied sport system was the possible discontinuation of programs once the segregated disability sport system was abolished. For many people associated with disability sport, the commitment made by able-bodied sport organizations to provide continued opportunities for athletes with a disability, was tenuous. The fast tracked inclusion mandate was perceived by some sport administrators, as a cost-cutting measure taken by the federal government, possibly without the support of the able-bodied sport organizations. Most of the national sport governing bodies had already dealt with massive funding cuts, and any further demands placed on stretched resources might not be welcomed.

While trying to adapt to these funding and administrative changes, CWSA tried to maintain its visibility and financial solubility as an NSO. As a result, they continued to search for fundraising opportunities. The first proposal was for CWSA to create a calendar profiling Canadian wheelchair Paralympians.[361]

A second, major marketing initiative involved Michael Landsberg and The Sports Network (TSN) to produce a highlight package from the 1996 Metro Toronto Wheelchair Challenge (MTWC). This package was aired in prime time on TSN on August 3rd 1996 and repeated twice, in non-prime time slots, on August 5th. The estimated audience reached was approximately, 50,000 viewers. It was hoped that this effort would immeasurably increase CWSA's profile and marketability. CWSA then utilized the services of Landsberg and TSN to produce a 3-minute bilingual, promotional video. Copies were sent to the nine provincial wheelchair sport association offices and used for awareness activities, marketing and fundraising purposes, and recruitment initiatives.[362]

CWSA continued to respond to its financial challenges by conducting a mini-audit of its marketing and fundraising activities. In February 1995, a number of recommendations based on this audit were presented to the executive committee. The first was to hire a full-time fundraiser. In March 1996, the CWSA board responded to this need by laying-off the director of communications and redirecting the funds towards hiring a professional fundraiser. The fundraiser, however, was never hired. As a further cost-saving initiative, CWSA decided in March 1996, to re-locate its two person staff within the Canadian Sport and Recreation Centre to a shared office space with the Canadian Paralympic Committee and the Active Living Alliance for Canadians with a Disability.

Administratively, CWSA dealt with change at the executive level with Clare Gillespie submitting her resignation. Gillespie choose to accept the Executive Director position with the Ottawa-Carleton chapter of the Multiple Sclerosis Society. CWSA's V.P. of human resources, Doug Anderson assumed responsibility for office leadership until a replacement could be found and Colin Timm provided the managerial support at the office level in Ottawa. His title was never officially changed from athletic director to reflect his new responsibilities. Two months after Gillespie resigned, Eagle Enterprise Consultants (Cathy Cadiuex and Sandy Johnson) were hired to act as the office management leadership.[363] CWSA's executive committee then announced that all professional staff contracts would be terminated as of March 1st 1997, with no promise for renewal.[364]

At the AGM in April, the executive committee was altered with the resignations of Henriette Groeneveld, Darryl Leitch and Tom Proszowski. The executive committee was subsequently decreased to four members with only Laurel Crosby, Doug Anderson, Corinne Ambor and Don Royer remaining.

This executive met shortly after the elections and recognized that they were faced with numerous concerns. The passing of responsibility for many of the wheelchair sports to the able-bodied sport system, coupled with funding cutbacks from three major revenue sources (Sport Canada, Man in Motion Foundation, telemarketing), led to the proposition by some of CWSA's members, that the association should not maintain its current status as a national sport governing body.

The less radical view of slowly moving towards inclusion seemed to be more acceptable to the majority of CWSA members and thus, the staff and volunteers began to develop appropriate strategies to ensure a smooth and effective transition. CWSA began this process by asking the government to consider the creation of a secretariat for all disability sport groups.[365] This vision grew, in part, from the realization that there was still a need for a watchdog organization to make sure that the inclusion process was appropriately addressed. In December 1996, the Secretariat proposal was rejected, as Sport Canada was not convinced that this was an appropriate model to follow.[366]

CWSA History - 1997

Following the announcement in December 1996 that staff positions could not be guaranteed beyond March 31st 1997, a number of major changes ensued. Claire Gillespie resigned as Director General (DG) in August 1996 and as a result Colin Timm was asked to play a more active leadership role in the office until a replacement could be found. In October 1996, Eagle Enterprises, comprising of Cathy Cadieux and Sandy Johnson, were hired to oversee the office administration but they did not actually join the staff team until January 1997.[367] On April 1st Eagle Enterprises disbanded with Johnson remaining as the sole office administrator. Shirley Joseph was retained as financial administrator, and Colin Timm was offered a position with Athletics Canada to co-ordinate the inclusion of athletes with a disability into its programs. On June 30th 1997, Sandy Johnson moved to New Brunswick and Cathy Cadieux was re-hired on July 31st to act as the solitary staff-person. By this time, Shirley Joseph found a new job with the City of Gloucester. The national office, with only one staff person remaining was housed at the National Sport and Recreation Centre in a shared office space with the Canadian Paralympic Committee.

The decision to maintain an office presence was finalized at the AGM in Vancouver. The AGM was hosted in conjunction with the Rick Hansen Institute's Symposium and 10th year anniversary celebrations of Hansen's Man in Motion world tour. At these meetings, the CWSA executive members recognized that although financial constraints limited their options, it was still necessary to retain an office presence. The office staff would continue to advocate for ensured equity, provide guidance for previously arranged memorandums of understanding, facilitate ongoing linkages between the provincial offices and continue representing wheelchair sport at the international level.[368]

Within CWSA there was also significant downsizing at the executive committee level. At the AGM, CWSA's membership proposed that the executive structure be reduced from seven to four members, thereby enhancing effectiveness while also reducing costs. This revised structure was approved by the membership, with all current executive committee members being re-elected.

In September 1997, Laurel Crosby was elected as President of the Canadian Paralympic Committee (CPC), and thus resigned as CWSA's President. Doug Anderson was then appointed President during a special meeting held on October 18th. Anderson was a board member since 1993, and recently held the position of V.P. of human resources. The executive was subsequently reduced to three members and CWSA replaced traditional face to face meetings with biweekly phone calls.

Consolidation also occurred with CWSA's external responsibilities with CWSA not renewing its contract with Abilities Magazine because of the pending organizational changes, a renewed focus on elite sport and significantly reduced financial realities. It also withdrew its membership from the Active Living Alliance for Canadians with a Disability.

As a result of its continued prudence, CWSA, which began a significant deficit reduction program in 1994, was close to clearing its debt. Achieving this goal was difficult, however, because of the continued cutbacks from its traditional funding sources. Sport Canada indicated to CWSA that they would receive between $143,000 to $193,000 with $100,000 of this being immediately transferred to Athletics Canada (AC).[369] The remainder of the funding would have to support wheelchair rugby, tennis and CWSA administrative operations. Sport Canada stated that it could no longer offer a housing subsidy and, therefore, the cost of rent to CWSA would increase by an additional $12,000.00.[370]

To offset these increased costs, CWSA proposed to the Ontario Wheelchair Sports Association (OWSA) that they shift from a 70/30% to an 80/20% split of the money raised from the Metro Toronto Wheelchair Challenge (MTWC) telemarketing campaign. OWSA, recognizing CWSA's plight, agreed to this proposal.[371]

Funding from the Man in Motion Foundation (MIMF) was depleted from a high, in 1989 of $574,663.00, to a low in 1996 of $45,000.00, with the greatest loss being sustained by the administration's budget. Over nine years, CWSA received over $3 million from MIMF with 53% of this funding being applied to CWSA operations. In 1997, the majority of funding for CWSA was directed towards attendance and participation at the 10th Anniversary MIMF celebration and symposium.[372]

Table 9

Man in Motion Foundation Funding for the Canadian Wheelchair Sports Association

	Total MIMF funding	$ Allocated for CWSA Administration
1988-89	309,415	93,828
1989-90	574,463	168,471
1990-91	485,122	111,183
1991-92	400,000	185,320
1992-93	400,000	143, 718
1993-94	400,000	160,886
1994-95	250,000	47, 912
1995-96	137,500	40,000
1996-97	45,000	0

The decrease in funding significantly impacted sport programming. In December 1997, MIMF announced that there would be further cuts to both CWSA and the Canadian Wheelchair Basketball Association (CWBA). Reg McClellan reported that this decision was based on MIMF's wishes to concentrate on developing the newly established Rick Hansen Institute at the University of British Columbia.[373]

These massive funding cutbacks necessitated the need for inclusion into the able-bodied system and in most cases, this process was a success. The inclusion of wheelchair athletes into Athletics Canada evolved for a number of years. There appeared to be few guarantees, however, for the inclusion of wheelchair tennis. Up until January 1996, Tennis Canada appeared to be very interested in maintaining a relationship with CWSA; however, they were not interested in developing a full inclusion program. Several small demonstration events took place at international tournaments but the majority was still segregated. In December 1997, several meetings were held between CWSA and Tennis Canada and unofficially, Tennis Canada agreed to CWSA's request for full inclusion, beginning in May 1998.[374] This change was likely influenced by the International Tennis Federation's decision to include wheelchair tennis players into its programs.

Wheelchair rugby proved to be a challenging sport to include into the able-bodied sport system. There were a few preliminary discussions with the Canadian Rugby Union, but full inclusion with then seemed unlikely. The Canadian Rugby Union was proceeding with its own internal re-organization and it expressed concern with wheelchair rugby's apparent lack of relevance to their able-bodied game. At first glance, the sport of wheelchair rugby resembled more of a cross-section of basketball and team handball. A suggestion made was to integrate wheelchair rugby with wheelchair basketball and form an alliance with Basketball Canada. A concern with this option expressed unofficially, was that an able-bodied sport organization, might be more likely to accept and provide support for athletes who best exuded the qualities of strength, speed and power. This bias could then translate into a greater acceptance of paraplegics versus those who had a more severe disability, such as a person with a higher-level spinal cord injury (i.e. quadriplegia).

As a result of the government's decision to pursue fast tracked inclusion, the completion of MOU's was paramount. This process, which involved a great deal of thought, time, and input, began in 1991 but six years later, the environment had changed dramatically. Thus in October 1997, the executive committee met to re-work the operational plan and questionnaires were sent to every provincial office for feedback. Based on the feedback received from its stakeholders, CWSA published and circulated a position paper titled *A New Role for the CWSA*. Four key priorities identified in this paper included: advocacy, international representation, the promotion of developmental opportunities in wheelchair sports, sport administration, and governance. Key responsibilities, within these roles were then identified and included communication, inclusion, fund development and international representation.[375]

With a new strategic plan in place, the executive committee continued to facilitate the provision of services for its remaining athletes. In early 1998, Sheila Copps, the Honourable Minister of Canadian Heritage announced that an additional $10 million would be directed towards sport programs in Canada. This additional funding would begin in1998-99 and would be directed towards three specific areas: training and competition for athletes, coaching support, and direct assistance to athletes. In all of these program areas, the government continued to focus on the importance of equity and access for women, athletes with a disability and aboriginal people.

Although the specifics of this additional funding were not clearly defined, it was acknowledged by CWSA leaders that the inclusion of athletes with a disability was an inherent principle by which funding would be granted to National Sport Governing Bodies. Moreover, CWSA volunteered to work with Sport Canada in order to develop future sport policies for athletes with a disability.

Summary

In 1944, wheelchair sport and recreation was introduced as a form of treatment and rehabilitation for people with spinal cord injuries. It was Sir Ludwig Guttmann, German Neurosurgeon who pioneered this innovative approach at the Stoke Mandeville Hospital in Aylesbury, England where at the British Government's request he set up a spinal injuries unit. Within four years, sport as therapy developed into an official competition with the development of the World Stoke Mandeville Wheelchair Games.

In Canada, the development of wheelchair sport began in 1947. These early beginning consisted of various independent clubs and hospital affiliated groups participating in recreational activities. In 1967, many of these groups came together to form the Canadian Wheelchair Sports Association (CWSA).

With devoted and visionary leadership from countless volunteers, parents, coaches, officials and staff, CWSA met numerous goals and surpassed expectations to become a world leader in disability sport. CWSA developed comprehensive technical programs in ten wheelchair sports and helped develop numerous national athletes and teams consistently ranking among the world's best. CWSA facilitated social change by influencing the public's perceptions and attitudes towards persons with a disability and drove the inclusion process.

In some cases the intent of inclusive strategies was achieved, while in others it remained an on-going process. Swimming/Natation Canada was the first organizations to officially accept athletes with a disability in 1993 and the Canadian Federation of Archers, the Shooting Federation of Canada and Racquetball Canada quickly followed.[376] Athletics Canada, after five years of discussion, agreed to assume responsibility for wheelchair athletics in 1999.

The inclusion of wheelchair basketball struggled. It became an independent sport association in 1991 and this newly formed association lobbied the government to recognize them as an independent sport organization. Sport Canada insisted, however, that it would only recognize one sport governing body for each sport and they believed that this was Basketball Canada. In the 1990s, Basketball Canada was trying to deal with financial and organizational difficulties and appeared hesitant to take on any additional responsibilities. Wheelchair tennis encountered a similar stance from Tennis Canada but in July 1998, a formal letter of agreement with CWSA was signed. In 2000, CWSA remained responsible for wheelchair rugby.

In 2000, after 30-years of hard work, commitment and determination, the CWSA continues to lead the evolution of disability sport as an advocate and promoter. In the future, as the federal government and able-bodied sport organizations to pursue the inclusive philosophy, disability sport organizations such as CWSA will face many new challenges. These challenges and their solutions will require thoughtful organizational strategies and for disability sport organizations to anticipate, and react to these philosophical changes, they must have a clear understanding of the past. This historical review of CWSA and its analysis will hopefully enable future leaders to reflect on past achievement and challenges.

NOTES

1. P. Heydon (1982) History of the Paralympic Games. unpublished essay written at the University of Ottawa, Ottawa, ON, Author.
2. 1954 Quebec - Canadian Paraplegic Association Annual Report, Holleman, M. (1991). From Darkness Into Light: The Founding of the Canadian Paraplegic Association. Toronto, ON: Canadian Paraplegic Association.
3. Fidelman, C. (1993). Working wonders: 45 years ago Bill Hepburn brought hope to paraplegics. The Gazette, January 7th, G4.
4. Anonymous
5. Anonymous
6. Anonymous
7. Guttmann, L. (1976). Reflections on the 1976 Toronto Olympiad for the Physically Disabled. Paraplegia, 14: pg. 226.
8. V. Paddy (1984). The miracle worker. Today, p. 16-18.
9. Anonymous
10. Milner, J. (1990). Wheelchair sports: Canada leading the way. Rehabilitation Digest, 21:2: 8-10.
11. Anonymous
12. Milner, J. (1990). Wheelchair sports: Canada leading the way. Rehabilitation Digest, 21:2: 8-10.
13. Anonymous
14. Ibid.
15. Ibid
16. Milner, J. (1990). Wheelchair sports: Canada leading the way. Rehabilitation Digest, 21:2: 8-10.
17. Anonymous
18. Anonymous
19. Anonymous
20. Milner, J. (1990). Wheelchair sports: Canada leading the way. Rehabilitation Digest, 21:2: 8-10.
21. Minutes from the August 10th 1967 CWSA Inaugural Meeting.
22. Anonymous
23. Anonymous
24. Speech given by Dr. Robert Jackson at the Sept. 9th 1967 CWSA meeting at Loyola College in Montreal, PQ.
25. Personal correspondence from R. Jackson to L. LaFaive, the Director of Fitness and Amateur Sport on May 15th 1969.
26. Annual Report submitted from B. Hallam to the Federal Government: Fitness and Amateur Sport.
27. Ibid.
28. Editorial from the 1974 National Wheelchair Games in Winnipeg.
29. Anonymous.
30. Ibid.
31. Ibid.
32. Ibid.
33. Anonymous
34. Ibid.
35. Editor (1969). Canada wins 19 medals at wheelchair Olympics. Paragraphic: B.C. CWSA Newsletter, XII, IV: p. 3.
36. Anonymous.
37. Watkins, J. (1968, August 19). Pan Am wheelchair trials set for McMaster on weekend. The Spectator.
38. Anonymous
39. Ibid.

40. Anonymous.
41. Westland, C. (1979). Fitness and Amateur Sport in Canada: The Federal Government's Program. An Historical Perspective. Ottawa, ON: Canadian Parks and Recreation Association. And Macintosh, D., Bedecki, T. & Franks, C.(1987). Sport and Politics in Canada, Kingston, ON: McGill-Queens University Press.
42. Anonymous.
43. Program from the 4th Canadian Wheelchair Games, June 19-23 at the University of Calgary
44. Anonymous
45. Ibid.
46. Anonymous
47. Games Program from the 1974 Canadian National Wheelchair Championships in Winnipeg, Manitoba.
48. Ibid
49. Minutes from the April 18-19th 1975 CWSA Board or Directors Meetings.
50. Ibid.
51. Editorial (1975, March). An Athlete's Viewpoint. On Track, p. 3.
52. Minutes from the April 18-19th 1975 CWSA Board or Directors Meetings.
53. Ibid.
54. Ibid.
55. Way, G. (1974, Fall). CWSA Priorities. On Track, p. 2.
56. Way, G. (1974, March). A Blunt Look at the CWSA. On Track: p.3.
57. Anonymous
58. Anonymous.
59. CWSA (1975). Update on the Olympiad for the Physically Disabled. On Track, p. 2.
60. Minutes from the April 18th 1975 CWSA Executive Committee Meeting.
61. Anonymous.
62. Milner, J. (1990). Wheelchair sports: Canada leading the way. Rehabilitation Digest, 21:2: 8-10.
63. Anonymous
64. Ibid.
65. Ibid.
66. Milner, J. (1990). Wheelchair sports: Canada leading the way. Rehabilitation Digest, 21:2: 8-10.
48. Guttmann, L. (1976). Reflections on the 1976 Toronto Olympiad for the physically disabled. Paraplegia, 14: 225-240.
67. Anonymous
68. Ibid.
69. Milner, J. (1990). Wheelchair sports: Canada leading the way. Rehabilitation Digest, 21(2): 8-9.
70. Gross, G. (1976). The Olympiad for the Physically Disabled. Toronto Sun, June 4th: p. 36.
71. Minutes from the May 2nd 1980 CC-SFD Board of Directors Meeting.
72. Anonymous.
73. Legg, D. (1997). Wheelchair Rugby: Past, Present and Future. Active Living, 6(4): 57-59
74. Anonymous.
75. Ibid.
76. Ibid.
77. Ibid.
78. Ibid.
79. Anonymous.
80. Smyth, J. (1979).The National. Wheelers' Choice, 1, 4: 2.
81. Ibid.
82. Minutes from the August 22nd 1979 CWSA Annual General Meeting.
83. Minutes from the April 20th 1979 CWSA Board of Governors Meeting.
84. Ibid.
85. Editor (1979) Highlights from the April 21-22, 1979 Board of Governors Meeting. Wheelers' Choice, 1,3: 9.

86. Ibid.
87. Minutes from the October 16-17 1979 CWSA Executive Committee Meetings.
88. Minutes from the January 19-20 1979 CWSA Executive Committee Meetings.
89. Games Program from the 1977 Canadian National Wheelchair Championships in Vancouver, British Columbia.
90. Minutes from the May 17th 1980 CWSA Annual General Meeting.
91. Anonymous
92. Ibid.
93. Minutes from the April 12th 1980 CWSA Board of Directors Meeting.
94. Smyth, J..(1980).Viewpoint. Wheelers' Choice, 2,2: 2.
95. Minutes from the May 23rd 1980 CC SFD Board of Directors Meeting.
96. Mondor, R. (1980). President's Report. Wheelers' Choice, 2,2: 2.
97. Personal communication from J. Smyth to the CWSA Board of Directors on May 9th 1980.
98. Rose, M. (1980). Minutes from the July 8th House of Commons Debate. Ottawa, ON: Hansard.
99. Minutes from the April 11th 1980 CWSA Executive Committee Meeting.
100. Minutes from the April 12th 1980 CWSA Board of Directors Meeting.
101. Minutes from the January 19th 1980 CWSA Executive Committee Meeting.
102. Ibid.
103. Minutes from the April 12th 1980 CWSA Annual General Meeting.
104. Minutes from the May 9th 1981 CWSA Annual General Meeting.
105. Minutes from the Nov 7th 1981 CWSA Board of Directors Meeting.
106. Minutes from the May 9th 1981 CWSA Executive Committee Meeting.
107. Ibid.
108. Minutes from the May 9th 1981 CWSA Board of Directors Meeting.
109. Minutes from the January 28th 1981 CWSA Executive Committee Meeting.
110. Ibid.
111. Minutes from the May 9th 1981 CWSA Annual General Meeting.
112. Minutes from the Nov 7th 1981 CWSA Board of Directors Meeting.
113. Ibid.
114. Ibid.
115. Minutes from the March 19th 1982 CWSA Executive Committee Meeting.
116. Ibid.
117. Minutes from the Nov 5th 1982 CWSA Board of Directors Meeting.
118. Minutes from the April 25th 1982 CWSA Annual General Meeting.
119. Ibid.
120. Minutes from the September 15th 1982 CWSA Executive Committee Teleconference.
121. Editor (1982). Research Committee Members Required. Wheelers' Choice, 3(1), p. 14.
122. Minutes from the April 25th 1982 CWSA Annual General Meeting.
123. Minutes from the Nov. 5th 1982 CWSA Executive Committee Meeting.
124. Editor (1982). Athletics Board Review. Wheelers' Choice, 3(1): 2.
125. Minutes from the June 18th 1982 Athletic Board Meeting.
126. Minutes from the Sept. 21st 1982 CWSA Executive Committee Meeting.
127. Minutes from the June 18th 1982 Athletic Board Meeting.
128. Legg, D. & Steadward, R. (1997, May). The history of inclusion in wheelchair sports in Canada. Canadian Association of Health, Physical Education, Recreation and Dance Conference Proceedings, Red Deer, AB.
129. Minutes from the Nov. 27th 1981 CWSA Executive Committee Meeting.
130. Ibid.
131. Minutes from the April 24th 1982 CWSA Board of Directors Meeting.
132. Minutes from the April 24th 1982 CWSA Annual General Meeting.
133. Games program from the 1982 Pan-American Wheelchair Games in Halifax, NS.
134. Personal communication from D. Mellway to the CWSA Board of Directors on May 12th 1982.
135. Anonymous
136. Editor (1983, Summer). What's New. Wheelers' Choice, 4(3): 25.

137.Editor (1983, Spring). What's New. Wheelers' Choice, 4(1): 21.
138.Ibid.
139.Welner, C. (1983, Aug. 25). Gretzky, Hansen get Marsh Award. Toronto Star, E3.
140.Minutes from the April 10th 1983 CWSA Board of Directors Meeting.
141.Ibid.
142.Personal communication from J. Martin to CWSA Board of Directors on May 22nd 1983.
143.Minutes from the Nov. 4th 1983 CWSA Board of Directors Meeting.
144.Minutes from the Oct 28th 1983 CWSA Athletic Board Meeting.
145.Minutes from the Nov. 4th 1983 CWSA Board of Directors Meeting.
146.Ibid.
147.Minutes from the Dec 10th 1982 CWSA Research Committee Meeting.
148.Minutes from the April 9th 1984 CWSA Annual General Meeting.
149.Editor (1984, Winter). CWSA's Fundraising Future. Wheelers's Choice, 4(3) 18.
150.Editor (1984, Fall). Junior Sports Update. Junior Wheeler Newsletter, 3.; Editor (1984, Summer). Junior Sports Update. Junior Wheeler Newsletter, 2. and Editor (1984, Spring). Junior Sports Update. Junior Wheeler Newsletter, 1.
151.Minutes from the April 9th 1984 Board of Directors Meeting.
152.Minutes from the April 28th 1984 CWSA Annual General Meeting.
153.Editor (1984, Spring). Awards! Wheelers' Choice, 5(1): 12.
154.Minutes from the May 11th 1985 CWSA Board of Directors Meeting.
155.Ibid.
156.Ibid.
157.Ibid.
158.Personal communication from S. Cook and D. Mellway to P. Martin on April 25th 1985.
159.Minutes from the Aug. 23rd 1985 CWSA Executive Committee Meeting.
160.Minutes from the Feb. 11th 1986 CWSA Executive Committee Meeting.
161.Ibid.
162.Minutes from the Nov. 9th 1985 CWSA Board of Directors Meeting.
163.Ibid.
164.Ibid.
165.Minutes from the May 4th 1985 CWSA Junior Sports Section Meeting.
166.Minutes from the October 2nd 1985 CWSA Junior Sports Section Meeting.
167.Personal letter from M. Riding to CWSA Board of Directors on April 28th 1985.
168.Minutes from the May 10th 1985 CWSA Annual General Meeting.
169.Minutes from the May 9th 1985 CWSA Board of Directors Meeting.
170.Ibid.
171.Ibid.
172.Ibid.
173.Ibid.
174.Ibid.
175.Ibid.
176.Ibid.
177.Ibid.
178.Anonymous
179.Minutes from the May 24th 1986 CWSA Annual General Meeting.
180.Ibid.
181.Minutes from the May 24th 1986 CWSA Board of Directors Meeting.
182.Ibid.
183.CWSA's 1985-1986 Annual Report
184.Minutes from the Feb. 28th 1986 Junior Sports Committee Meeting.
185.Minutes from the May 22nd 1987 CWSA Board of Directors Meeting.
186.Memorandum of Understanding signed between CWSA and the Man in Motion Legacy Fund on Sept. 29th 1987
187.Minutes from the March 25th 1987 CWSA Executive Committee Meeting.
188.Ibid.
189.Letter from Dr. R. Steadward to Dr. R. Jackson on April 10th 1987.

190.Minutes from the June 18th 1987 CWSA Executive Committee Teleconference.
191.Minutes from the Aug. 23rd 1987 CWSA Executive Committee Meeting.
192.Ibid.
193.Ibid.
194.Minutes from the Nov. 14th CWSA 1987 Board of Directors Meeting.
195.Ibid.
196.Minutes from the June 18th 1987 CWSA Conference Call.
197.Ibid.
198.Ibid.
199.Ibid.
200.Minutes from the March 4th 1987 CWSA Junior Sports Committee Meeting.
201.Ibid.
202.Steadward, R., Legg, D., Bornemann, R., Weiss, C., Jeon, J.& Wheeler, G. (1997). The Active Living Alliance for Canadians with a Disability: A ten-year retrospective. Journal of the Canadian Association of Health, Physical Education, Recreation and Dance 3: 15-18.
203.Minutes from the May 14th 1988 CWSA Board of Directors Meeting.
204.Ibid.
205.Ibid.
206.Minutes from the August 25th CWSA Executive Committee Meeting.
207.Ibid.
208.Minutes from the Nov. 19th 1988 CWSA Executive Committee Meeting.
209.Ibid.
210.Wheelchair Sport Report and Program Review 1988-1989 and Proposals for 1989-1990 submitted to the Man in Motion Legacy Fund.
211.Minutes from the May 14th 1988 CWSA Board of Directors Meeting.
212.Ibid.
213.Ibid.
214.Minutes from the May 14th 1988 CWSA Annual General Meeting.
215.Anonymous.
216.Minutes from the May 14th 1988 CWSA Board of Directors Meeting.
217.Minutes from the April 29th 1989 CWSA Board of Directors Meeting.
218.Ibid.
219.Ibid.
220.Minutes from the April 29th 1989 CWSA Annual General Meeting.
221.Minutes from the April 29th 1989 CWSA Board of Directors Meeting.
222.Ibid.
223.Ibid.
224.Minutes from the Jan. 5th 1989 CWSA Executive Committee Teleconference.
225.Ibid.
226.Ibid.
227.Ibid.
228.CPC History at http://www.paralympic.ca/about/historye.html
229.Minutes from the June 12th 1989 CWSA Executive Committee Meeting.
230.Legg, D. & Steadward, R. (1996). The inclusion of athletes with a mental handicap into the Paralympic movement. Special Olympic Winter Games Symposium Proceedings, Calgary, AB: Special Olympics.
231.Ibid.
232.Minutes from the June 12th 1989 CWSA Executive Committee Meeting
233.Personal communication from C. Drouin to D. Mellway on June 10th 1989.
234.Personal communication from E. Ehlers to G. McPherson on July 2nd 1989.
235.Personal communication from M. Platz to G. McPherson on September 6th 1989.
236.Minutes from the Nov. 25th 1989 CWSA Executive Committee Meeting.
237.Minutes from the Oct. 14th 1989 CWSA Athletics Section Meeting.
238.Minutes from the Nov. 25th 1989 CWSA Executive Committee Meeting.
239.Ibid.

240. Wheelchair Sport Report and Program Review 1988-1989 and Proposals for 1989-1990 submitted to the Man in Motion Legacy Fund.
241. Minutes from the Oct. 14th 1989 CWSA Athletics Section Meeting.
242. Hinton, D. (1990). Wheelchair racquetball coming of age. Wheelers' Choice, 3: 2..
243. Drouin, C. (1989, March). Sport Bulletin. Wheelers' Choice, 9:5.
244. Minutes from the Feb. 23rd 1989 CWSA Junior Sport Committee Meeting.
245. Minutes from the Oct. 14th 1989 CWSA Athletics Section Meeting.
246. Ibid.
247. Minutes from the April 29th 1989 CWSA Board of Directors Meeting.
248. Ibid.
249. Anonymous.
250. Editor (1990, April). Change at the top. Wheelers' Choice, 2: 2.
251. Anonymous.
252. Editor (1990, April). Round-up. Wheelers' Choice, 2: 4.
253. Macintosh, D. & Whitson, D. (1990). The Game Planners: Transforming Canada's Sport System. Montreal & Kingston: McGill-Queen's University Press.
254. Minutes from the Feb. 24th 1990 CWSA Executive Committee Meeting.
255. Minutes from the May 25th 1990 CWSA Board of Directors Meeting.
256. Ibid.
257. Ibid.
258. Ibid.
259. Ibid.
260. Ibid.
261. Proposal for 1991-94 from CWSA to the Man in Motion Legacy Foundation
262. Minutes from the May 25th 1990 CWSA Board of Directors Meeting.
263. Ibid.
264. Ibid.
265. Minutes from the Nov. 2nd 1990 CWSA Executive Committee Meeting.
266. Johnson, S. (1991, Fall). Sport's Future. Wheelers Choice, 2: 7.
267. Letter from J.C. Best to K. O'Neill on August 16th 1991.
268. Anonymous
269. CWSA's 1991 Strategic Plan.
270. O, Neill. K. (1991, Winter). Editorial. Wheelers' Choice, 4: 2.
271. Minutes from the April 2nd 1991 CWSA Board of Directors Meeting.
272. Anonymous.
273. Drouin, C. (1991, Spring). Two sponsors take swimming to the pool. Wheelers' Choice, 1: 8.
274. Minutes from the April 2nd 1991 CWSA Board of Directors Meeting.
275. Editor (1992, Winter) The future of wheelchair sports: Destination 2000. Wheelers' Choice, 3: 2.
276. Speech given on May 22nd 1991 by G. McPherson at the CWSA 25th Anniversary Gala Celebration.
277. Ibid.
278. O'Neill, K. (1991, Fall). Planning for the future. Wheelers' Choice, 2: 9.
279. Minutes from the May 12th 1992 CWSA Board of Directors Meeting.
280. CWSA's 1992 Strategic Plan / The Green Paper.
281. Ibid.
282. Results from a survey conducted by the Canadian Paralympic Committee and submitted to CWSA on September 15th 1993.
283. Anonymous.
284. Ibid.
285. Minutes from the Nov 12th 1993 CWSA Executive Committee Meeting.
286. Minutes from the May 28th 1993 CWSA Executive Committee Meeting.
287. Minutes from the Feb. 8th 1993 CWSA Executive Committee Teleconference.
288. Minutes from the Nov 14th 1993 CWSA Annual General Meeting.
289. Anonymous.
290. Minutes from the Nov 14th 1993 CWSA Annual General Meeting.

291.Ibid.
292.Anonymous.
293.Anonymous.
294.Minutes from the Nov 13th 1993 CWSA Executive Committee Meeting.
295.Anonymous.
296.Letter from J.C. Best to J. Gates on June 30th 1993.
297.Minutes from the Nov 13th 1993 CWSA Executive Committee Meeting.
298.Ibid
299.Starkman, R. (1994, Oct. 27). Dying a slow death: Study Reveals Canadian amateur sports system in disarray. Calgary Herald, p. C4.
300.Minutes from the Aug. 6th 1993 CWSA Executive Committee Meeting.
301.Memo from S. Johnson to CWSA Executive Committee on March 31st 1993.
302.Anonymous.
303.Minutes from the May 28th 1993 CWSA Executive Committee Meeting.
304.Ibid.
305.Anonymous.
306.Ibid.
307.Minutes from the May 28th 1993 CWSA Executive Committee Meeting.
308.Ibid.
309.Anonymous.
310.Minutes from the Nov. 12th 1993 Executive Committee Meeting.
311.Anonymous.
312.1994 Strategic Plan / The Pink Paper.
313.Report submitted from J. Gates to the CWSA Executive Committee, May 12th 1994.
314.Report to the Board of Directors from J. Gates on May 12th 1994.
315.Anonymous
316.Minutes from the October 26th 1994 CWSA Executive Committee Conference Call.
317.Crosby, L. (1994, August). Message from the President. Communique, 2: 4.
318.Anonymous
319.Ibid.
320.Minutes from the July 17th 1994 CWSA Executive Committee Meeting.
321.Minutes from the Oct 26th 1994 CWSA Executive Committee Conference Call.
322.Personal correspondence from R. Allard to R. McClellan on December 2nd 1994.
323.Minutes from the July 17th 1994 CWSA Executive Committee Meeting.
324.Anonymous.
325.Consultation draft of the Sport Funding and Accountability Framework Description, November 1994.
326.Ibid.
327.Discussion Paper on the Sport Funding and Accountability Framework, November 1994.
328.Anonymous.
329.Report from the meeting between CWSA and the AMMF, January 1993.
330.Report to CWSA's Board of Directors regarding the AMMF on May 24th 1991.
331.Report on the AMMF from C. Gillespie to CWSA's Board of Directors on May 28th 1996
332.Ibid.
333.Anonymous.
334.CWSA's Annual Report 1994-1995.
335.Editor (1994, December). Update. Communique, 1: 3.
336.Editor (1995,February). National Office News. Communique, 2: 5.
337.Minutes from the Jan. 22nd 1995 CWSA Annual General Assembly.
338.Personal correspondence from P. Jarvis to L. Crosby on March 12th 1995.
339.Minutes from the June 2nd 1995 CWSA Executive Committee Meeting.
340.Minutes from the Dec. 2nd 1995 CWSA Executive Committee Meeting.
341.Ibid.
342.Report submitted by D. Leitch, VP of Finance to the Board of Directors on Dec 1st 1995.
343.Minutes from the Dec. 2nd 1995 CWSA Board of Directors Meeting.
344.Letter from M. Dupuy to L. Crosby on June 9th 1995.

345.Letter from A. Ostry and W. Wedmann to Senior Executive Officers of the Canadian Sport Centre Resident Stakeholders on May 26th 1995.
346.Minutes from the Sept. 26th 1995 CWSA Executive Committee Meeting.
347.Letter from M. Platz to C. Gillespie on August 6th 1996.
348.Memo from C. Gillespie to the CWSA Board of Directors on October 16th 1995.
349.Ibid.
350.Minutes from the Jan. 22nd 1995 CWSA Executive Committee Meeting.
351.Ibid.
352.Anonymous.
353.Anonymous.
354.Four letters between CWSA and CWBA including Nov. 22nd 1995 correspondence from M.Orchard to C. Gillespie, April 3rd 1995 from M. Orchard to C. Gillespie, May 4th 1995 from L. Crosby to M. Orchard and Nov. 7th 1995 from L. Crosby to M. Orchard.
355.Anonymous.
356.Letter from A. Ostry to C. Gillespie on May 3rd 1995
357.Ibid.
358.Anonymous
359.Ibid.
360.Minutes from Dec. 11th 1996 meeting between CWSA and Athletics Canada and letter from C. Timm to A. Gardner on March 5th 1997.
361.Minutes from the Feb 28th 1996 CWSA Executive Meeting.
362.Memorandum of Understanding between CWSA, OWSA and TSN.
363.Editor (1996, November). National Office Update. 2.
364.Personal correspondence from L. Crosby to CWSA staff members on Dec 20th 1996.
365.Johnson, S. (1996, Oct). CWSA Takes Action. New Beginnings, 1.
366.Johnson, S. (1996, Dec). Secretariat Cancelled: Sport Canada not supportive. New Beginnings, 2.
367.Editor (1997, April). The National Update. 6.
368.Minutes from the Feb 27th 1997 CWSA Annual General Assembly.
369.Editor (1997, March). CWSA adopts new operations model. The National Update, 5.
370.Memo from C. Cadieux and S. Johnson to CWSA Board of Directors on March 21st 1997.
371.Personal correspondence from L.Crosby to B. Montemurro on Feb 25th 1997.
372.Minutes from the May 29th 1996 meeting between Man in Motion Foundation and CWSA
373.McClellan, R. (1999). Free throw. Canadian Wheelchair Basketball Association email newsletter, 0244.
374.Anonymous.
375.A New Role for CWSA, a Position Paper circulated by CWSA to its members on Oct. 18th 1997.
376.CWSA 1995 Annual Report to Man in Motion Foundation

VITA AUCTORIS

Name: David Frederick Harrison Legg

Place of Birth: Guelph, Ontario, Canada

Year of Birth: 1968

Education: Sir Winston Churchill S.S.
St. Catharines, Ontario, 1982-1987

McMaster University
Hamilton, Ontario, 1987-1991
Bachelor of Physical Education

University of Windsor
Windsor, Ontario, 1992-1994
Master's in Human Kinetics

University of Alberta
Edmonton, Alberta, 1995-2000
Doctor in Philosophy